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MINUTES  
TOWN OF BELMONT  
BOARD OF SELECTMEN  
SELECTMEN'S MEETING ROOM  
Thursday, June 29, 2017  
6:00 PM

APPROVED  
BOARD OF SELECTMEN  
DATE: 10-16-2017

**CALL TO ORDER**

A regular meeting of the Board was called to order in open session at 6:10 p.m. by Chair Jim Williams in the Selectmen's Meeting Room. Selectmen Mark Paolillo and Adam Dash were present. Human Resources Director, Ms. Jessica Porter was present. Interim Town Administrator Phyllis Marshall was not present.

Chair Williams turned to the agenda.

**Interview with Prospective Town Administrator Search Consulting Firm**

Mr. Richard Kobayashi of the Collins Center was introduced to the Board.

Chair Williams opened the meeting by explaining that interviews had been previously conducted with two firms who responded to the RFP issued.

Mr. Kobayashi provided an overview of the services that the Collins Center provides. Since 2008, Collins has conducted approximately 300 executive searches. Approximately half of the searches they have conducted have been for Town Administrators/Town Managers. Mr. Kobayashi is the head of this division.

Mr. Kobayashi stated that they have done 50 searches in Massachusetts. Only a handful of those recruited have subsequently left their positions. He stated that Collins Center has a superior track record and that their methodology is tied closely to the perceived needs of the appointing authority.

Individual meetings will be held with key elected officials to identify the primary issues facing the community to assist in determining the type of individual that would be the best fit for the position.

Mr. Kobayashi distributed a list of references.

Mr. Williams inquired as to whether Mr. Kobayashi was the principal at the time of David Kale's hiring. He was not, as Stephen McGoldrick and Mary Aicardi handled that hiring process.

Mr. Williams asked Mr. Kobayashi to provide an overview of the services provided by Collins Center. Services provided include various analytics, salary plan assistance, and some labor relations assistance. They also have a small practice assisting Public Libraries.

Mr. Williams inquired of how the Collins Center would engage department heads and staff in the process.

Mr. Kobayashi explained the importance of understanding the perspectives of each of the board members and obtains an understanding of what the future looks like. He indicated that most communities desire the Collins Center to meet with the department heads to help understand the issues and find out what is "broken". Mr. Kobayashi did state that it is atypical for a department head to be on the screening committee. Mr. Williams stated that is something we would encourage as the selectmen are very proud of their department heads.

Mr. Dash asked what type of attributes would be desirable in a candidate in Belmont.

Mr. Kobayashi responded that he believes a seasoned professional would be best. How much of the role is administrative and carried out in this building (Town Hall) vs how much of the role is carried out in public? Most boards desire an "inside" person, understanding that certain officials play an important role.

Mr. Dash asked where the pool of candidates would come from.

Mr. Kobayashi indicated they model. He stated that the idea of a local search was non-existent. He also mentioned reaching out to individuals on a personal level via networking.

Mr. Dash inquired about the role of diversity in the process.

Mr. Kobayashi indicated that there is a wide range of female candidates but it is a challenge to find people of color. This mirrors the demographics of the profession within Massachusetts and New England. We would obtain a larger pool of candidates if the Selectmen decided to not place emphasis on experience with candidates having town meeting experience.

Mr. Dash inquired as to whether students get involved with the process.

Mr. Kobayashi stated that they are a free standing entity and that they do not utilize students, professors or administrators from UMass.

Mr. Paolillo enquired of staff support to Mr. Kobayashi. Ms. Aicardi and Susan Adler would be assisting him on his team.

Mr. Paolillo inquired as to whether it was time for Belmont to see non-traditional candidates and what Mr. Kobayashi's thoughts were on this.

Mr. Kobayashi stated that in instances where someone has come from the private sector, they have usually had experience with civic involvement via participation on a finance committee, board of selectmen, etc.

Mr. Paolillo inquired as to how the Collins Center would interact with the Search Committee.

Mr. Kobayashi stated that they work closely with the board to develop the profile, then actively

recruit applicants, lastly then begin working with the Search Committee. The Search Committee will receive the recommended applications to review. They will also receive a comprehensive list of all the applicants, and any application can be reviewed by the Search Committee upon request. The Search Committee will determine who to interview, not the Collins Center.

Mr. Paolillo inquired as to how many active searches they have going. Mr. Kobayashi replied that they are working on two. Mr. Paolillo then asked how many applicants we could expect. Mr. Kobayashi estimated around 20 or 30.

The selectmen thanked Mr. Kobayashi for his time.

The Selectmen then engaged in a discussion regarding the process for gathering of references on the respective firms. References had been gathered for MRI and Groux-White as part of the RFP process. Since Collins Center did not respond to the RFP, references had not been checked. The Selectmen requested that the Human Resources Director obtain recent references for Collins Center.

The Selectmen deferred voting on the search firm choice until references on all three firms had been provided. Some discussion ensued regarding the timeline given that the RFP requires a contract award within 30 days of the Evaluation Committee's review. The Selectmen asked that the Human Resources Director reach out to the firms to enquire if they would be agreeable to an extension of that deadline. A tentative meeting was set for July 5<sup>th</sup> in the event that an extension was not possible. If extension is possible, the Selectmen will vote at the July 17<sup>th</sup> meeting.

Chair Paolillo made a motion to adjourn at 7:13 p.m. Seconded by Selectman Dash. 3-0-0.  
Meeting was adjourned at 7:13 p.m.

Respectfully Submitted  
Jessica Porter  
Human Resources Director