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MINUTES
TOWN OF BELMONT
BOARD OF SELECTMEN
SELECTMEN'S MEETING ROOM
Tuesday, June 27, 2017
8:30 AM

APPROVED
BOARD OF SELECTMEN
DATE: 9-14-2017

CALL TO ORDER

A regular meeting of the Board was called to order in open session at 8:40 a.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.

Chair Williams turned to the agenda.

ACTION BY CONSENT

Interviews with Prospective Town Administrator Search Consulting Firms

Chair Williams reviewed the process for selecting the consulting firm that would be facilitating the Town Administrator search. HR Director Porter introduced Mr. Rick White and Mr. Tom Groux of Groux-White Consulting to the Board. Chair Williams invited Mr. White and Mr. Groux to join the Board at the table. Chair Williams explained that the Board has reviewed Groux-White Consulting's response to the Request for Proposal and that HR Director Jessica Porter has provided the BOS with a series of questions for the interview.

Chair Williams began the interview by asking Mr. White and Mr. Groux to explain what consulting services their firm provides.

Mr. Groux provided some background information on Groux-White Consulting. He stated the firm was started in 1999 as Grioux Associates. In 2016 Mr. White joined the firm as the principal partner and renamed the firm to Groux-White Consulting, LLC. They are a full-service municipal management consulting firm specializing in executive recruitment, interim management, and form of government studies, organizational effectiveness evaluations, strategic and financial planning and conflict resolution.

Mr. Groux continued that he has experience leading several municipalities in Massachusetts (Winchester, Duxbury and Chatham), New Jersey and New York. Mr. Groux has led hundreds of successful executive searches throughout Massachusetts. Mr. White offered that he has led several municipalities during his career, Bedford, Lexington, Winthrop and Dennis. He is also a trained facilitator and expert in conflict resolution. He has been recognized by the Government Finance Officers Association, the International City County Managers Association and the Massachusetts Municipal Association for his work with budgets, career development and innovation.

Mr. Groux continued that his history with the Town of Belmont includes conducting a study in

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1984 for which the result was a recommendation that the Board of Selectmen create a Town Administrator position. Mr. Groux declared that he plans long range. Mr. White added that Groux-White understands Belmont values and recruitments that serve the community must be done professionally.

Chair Williams asked approximately how many Town Administrator/Town Manager searches have they conducted in Massachusetts.

Mr. Groux responded that his firm has conducted 29-30 Town Administration searches and at times provided interim services. He continued that the five most successful searches included the recruitment of the Wellesley Town Administrator who was hired during a time of turmoil and went on to successfully stabilize the community. Groux-White Consulting also recruited the Town of Lexington's Town Manager who has been very successful. Mr. White added that the firm recruited 54 good applicants while recruiting for the Town of Easton's Administrator. The firm, working alongside Easton's appointed screening committee, was able to narrow down the search results to 13 excellent candidates.

Chair Williams proceeded to ask Mr. Groux and Mr. White to review their general approach to the Town of Belmont's Town Administrator Recruitment process.

Mr. White explained that the firm will outline how they approach the recruitment but will define the process based on the Board's needs. The BOS will define what expectations and special attributes the new TA should have. The firm will then interview Town employees and designated residents, the information from these interviews will be used to create a profile that will be utilized as a recruitment tool. Mr. White continued that the firm will send out specially scripted letters and the profile. Groux-White will make this as personal of a process as possible and strives to have direct interaction with each candidate. Mr. White added that he and Mr. Groux will meet with each member of the appointed screening committee individually prior to meeting as a whole.

Mr. White continued to outline the process for the Board. He stated that the firm will collect resumes over a period of weeks. Once the resumes have been collected they will meet with the appointed screening committee and distribute copies of the resumes that have been received to each committee member. Mr. White asks that each member take a week to review the resumes and a follow up meeting is scheduled to decide which applicants they should explore.

Mr. White noted that his firm will schedule all the meetings, set up the structure to evaluate the candidates, facilitate the meetings and in general deal with all the logistics. He stated that the goal of these meetings is to narrow down the search to 5-7 candidates that will be presented to the BOS as finalists.

Mr. White explained that his firm will perform an extensive background and reference check on each finalist. The firm will also perform a financial and credit check on the finalists as well. Another service his firm provides is they will prepare a series of 60-75 questions for the appointed screening committee and BOS to work with during the interviews. Groux-White will provide the BOS with staff support for the final recruitment and a salary survey to aid in final

negotiations along with any necessary follow up. Mr. White reminded the BOS that he is a trained facilitator and will assist the BOS with negotiations. Finally, he stated that Groux-White is a resource for the BOS and selection committee. The firm guarantees the candidate will stay with the Town for a minimum of 18 months or they will provide a subsequent recruitment at no charge.

Chair Williams commented that Groux-White has estimated a total recruitment time of 18 weeks and have estimated 200 hours. He asked how that time was allocated between the principals. Mr. Groux responded that his involvement will be 25 percent and Mr. White as the "front man" will be involved for 75 percent.

Chair Williams then introduced and provided a brief background on Vice-Chair Paolillo and Selectman Adam Dash to Mr. Groux and Mr. White. Chair Williams then asked Groux-White how they handle the situation when the interim Town Administrator/Manager is an applicant. Mr. White responded that the firm will request that the interim separate from the recruitment process and that they will be treated like any other candidate. The Groux-White team will sit down twice to explain the recruitment process to the interim to provide them with a sense of their priorities. Finally, the firm will follow up with HR for the TA/TM job description.

Vice-Chair Paolillo asked if Groux-White will actively recruit. Mr. Groux responded that his firm will reach out aggressively. Chair Williams commented that the previous TA, David Kale, has moved on the Cambridge after a successful tenure in Belmont. He then asked Mr. White if they would speak with him as part of the profile building process. Vice-Chair Paolillo added that former TA Kale spent five years in Belmont and suggested they ask him to explain the opportunities and challenges of this activist community. Mr. White confirmed that former TA Kale's feedback would be welcomed.

Selectman Dash asked Groux-White if a digital outreach would be utilized during the recruitment process to broaden the candidate pool. Mr. White stated that the position will be posted with the ICMA and Beacon newsletters in addition to the local newspapers. The position will also be posted on the Groux-White webpage, Mass. Municipal Association webpage and LinkedIn.

Selectman Dash asked how Groux-White plans to involve others in the community in the recruitment process. Mr. White reminded the BOS of his successful experience with Lexington and that Belmont is very similar. Selectman Dash then asked the firm's thoughts on candidates moving from town to town versus lower level candidates attempting to advance in their careers. Mr. Groux expressed that Belmont needs a TA who has previously worked in a community with high citizen involvement. He continued that this position is not on the job training.

Selectman Dash asked which is weighed more in the selection process, the ability to visualize or nuts and bolts knowledge. Mr. White responded that the candidate must have a good handle on nut and bolts but also needs a vision for the community. He added that the TA candidate must be able to identify potential conflicts as well. Selectman Dash asked if the limitations placed on the role of the TA will impact the candidate pool. Mr. Groux responded that Belmont needs a TA to recognize that there is a high level of community involvement. Vice-Chair Paolillo added that

the BOS has worked over the past seven years to delegate day to day operations to the TA while the BOS focuses on setting policy.

Vice-Chair Paolillo expressed that non-traditional candidates should be considered. He added that the candidates should understand municipal finance and municipal law. He continued that the final candidate must be prepared to help the BOS develop a strategic vision for the Town of Belmont, a visionary that works for the Board. Mr. White agreed that Belmont needs a good solid practitioner who is able to work with a myriad of constituents. He offered the final candidate should have a strong track record of making adjustments and learning, this candidate must assimilate into the community.

Vice-Chair Paolillo commented that the Board needs to take Belmont to the next level. He continued that former TA Kale had an extensive budget background and as a result we now have a process in place. He added that in 2010 there were several non-traditional candidates that interviewed for the TA position. He stressed that a candidate is needed to help create a future plan to address large challenges. He asked if the search should extend outside of the municipal sphere. Finally, Vice-Chair Paolillo concluded that the BOS needs to figure out a way to continue to deliver the same level of services without cutting any services.

Mr. White offered that non-traditional candidates could be considered by broadening the scope of the job posting. He continued that one downside to non-traditional candidates is there is an increased risk of failure if that candidate is unable to transfer their business skills to municipal government. He added that non-traditional candidates, those from the private sector, may experience a culture shock when transferring to the public sector.

Vice-Chair Paolillo asked the firm to identify the one attribute a successful TA must embody. Mr. White responded that integrity and ethics are crucial qualities of a successful TA. Mr. Groux replied that an effective TA must be self-aware so they are able to improve and continue to grow.

Chair Williams asked Mr. White and Mr. Groux if they had any questions for the Board and if the BOS should take anything else into consideration in addition to the RFP response. Mr. White responded that his firm has a good feel for the needs of the Town and would meet with each member of the BOS separately. Chair Williams thanked Mr. Groux and Mr. White for coming in.

The Board took a recess at 9:35A.M. The Board returned from recess at 9:45A.M.

Human Resources Director Porter introduced Mr. Alan Gould and Mr. Bob Mercier of (MRI) Municipal Resources Inc. to the Board. Chair Williams then invited Mr. Gould and Mr. Mercier to the table. Chair Williams explained that the Board would ask them several questions as prepared by HR Director Porter and this interview was scheduled for forty five minutes. Chair Williams then asked Mr. Gould to provide a summary of the consulting services that MRI provides.

Mr. Gould stated that MRI has been in business for over twenty five years and has offices in New Hampshire, Massachusetts and Maine. The firm offers a full range of services and has over

fifteen fulltime employees who specialize in consulting and the recruitment of Police and Fire Chiefs along with DPW Directors. He continued that MRI is a full service firm and is able to provide any services a community may need.

Chair Williams asked approximately how many Town Administrator/Town Manager searches has the firm conducted in Massachusetts.

Mr. Gould responded that MRI conducts six to eight TA/TM searches per year in Massachusetts alone. He recounted that MRI recently completed the TA search for Upton, Mass and the Chief of Police search for Sudbury, Wayland and Concord. Mr. Gould continued that the recruitment of the TA for Manchester by the Sea was conducted by MRI as was the search for the Police, Fire and Public Works Director. He explained that MRI has many returning customers due to the level of services the firm provides.

Chair Williams stated that MRI's proposal indicated twelve weeks was their expected timeline for the TA search for Belmont. He asked Mr. Gould to please expand on MRI's general approach to the Town of Belmont's TA Recruitment process. Mr. Gould described the approach as the first thirty days advertisements are placed and resumes are screened. The next step requires those that have submitted resumes to then prepare an essay. Upon completion of the essay screening, several candidates are selected for phone interviews then follow up on site meetings. MRI will perform confidential background checks on all finalists. Mr. Gould confirmed that it is usually 90 – 120 days before the new hire will start.

Chair Williams asked Mr. Gould to clarify how the numbers of man hours are allocated among the MRI staff for this search. Mr. Gould responded that he would provide sixty hours of support, Bob Mercier would be assigned for forty hours, Buzz and Carol, MRI staff, would each be assigned for 12 hours. Chair Williams requested that Mr. Gould explain how the twelve hours would be spent. Mr. Gould stated that resume review, essay evaluation, panel interviews with the semi-finalists and checking the networks would consume those hours.

Chair Williams asked how the MRI staff plans to engage department heads and other staff in the recruitment process. Mr. Gould answered that each department head would be interviewed individually and all employees would be welcome to provide feedback as well. Chair Williams asked how the interim TA would be incorporated into this process. Mr. Gould provided that the interim TA would be treated as a candidate and that MRI is very sensitive to the issue. Chair Williams asked if MRI would seek out feedback from former TA Kale. Mr. Gould confirmed that former TA Kale's viewpoint would be very helpful.

Selectman Dash noted that MRI has a lot of experience with searches in New Hampshire and asked how MA will be different. Mr. Gould responded that MRI has conducted successful recruitments in MA and the firm understands the Commonwealth laws and processes. He added that MRI has more MA contacts than any other state. Selectman Dash asked how MRI would recruit digitally. Mr. Gould explained that ICMA and the Boston Globe would run the job posting along with Government jobs.com. Selectman Dash asked if MRI provides a guarantee that new TA will stay in the position. Mr. Gould stated that if the new hire leaves within the first twelve months that MRI will conduct a new search at no charge to the Town of Belmont.

Selectman Dash asked how MRI planned to engage the screening committee. Mr. Gould replied that obtaining a thorough understanding of the committee's charge would be the first step. Each committee member would then be interviewed individually before meeting as a whole.

Selectman Dash asked the importance of vision and leadership qualities versus a solid nuts and bolts knowledge. Mr. Gould offered that the new TA would need a right mix of both and be able to provide a strategic plan for the Town. He continued that Belmont needs a TA that has a complete understanding of HR and finance.

Mr. Mercier asked the Board what their relationship was like with the previous TA. Vice-Chair Paolillo provided a bit of background for Mr. Mercier. He reported that previous TA Kale had been very successful and had good relationships with the department heads and community. He continued that Mr. Kale had created a collaborative relationship with the school administration as well. Vice-Chair Paolillo opined that the Town will be challenged with capital infrastructure. Vice-Chair Paolillo asked that non-traditional candidates, those individuals with a strong business background, be considered. He added that a candidate with leadership, strategic vision and an excellent working relationship with the board is required to face the challenges of the future. He asked how MRI would reach out for this candidate in a non-traditional way. Mr. Gould responded that candidates with a military background are often very successful in the TA and other municipal leadership roles.

Vice-Chair Paolillo inquired what qualities a successful TA must have. Mr. Gould stated that integrity and leadership are crucial. Vice-Chair Paolillo asked if MRI actively recruits. Mr. Gould explained that their networks contain top shelf folks they would reach out to. Chair Williams asked for clarification on the essays the candidates would be asked to write. Mr. Gould reported that the essay would be developed based on challenges Belmont is facing, the goal is to have the candidates do their homework.

Chair Williams asked for any final comments. Mr. Gould concluded that MRI will see the process from beginning to end and his entire team will support this search. Chair Williams then thanked Mr. Gould and Mr. Mercier for coming in.

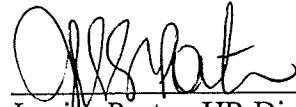
Mr. Gould and Mr. Mercier left the meeting at 10:29A.M.

Vice-Chair Paolillo asked what the next steps are. Chair Williams stated that he will review next steps with HR Director Porter. Selectman Dash asked the Board to mull over the information they just received.

HR Director Porter approached the table and stated that the RFP (Request for Proposal) Evaluation Committee, comprised of Glenn Clancy (Community Development Director), Jay Marcotte (Public Works Director) and Brian Higgins (HR Generalist) had determined both firms met all of the submission and minimum criteria, and that both firms were rated "Highly Advantageous" in across all of the comparative criteria.

The Board moved to adjourn the meeting at 10:31A.M.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'J. Porter', written over a horizontal line.

Jessica Porter, HR Director

