

IN BOARD OF SELECTMEN
MONDAY, AUGUST 28, 1995

Present: Chairman John C. Drobinski, Maryann K. Clark and Lawrence L. Blacker.

The statutory requirements as to notice having been met, the meeting was convened at 7:30 p.m. in the Loring Parsonage.

Interview - Municipal Resources, Inc.

Present: Jared S. A. Clark, Director, Municipal Resources, Inc.; Kathleen Precourt, Finance Committee; Jane Evans, Personnel Board.

Mr. Clark represented that his management consulting firm, which specializes in municipal government, has been in business since 1991 and maintains three New Hampshire offices, including the principal office in Laconia. Within the scope of management consulting, his firm has experience in recruitment, office automation, organization assessment, compensation and benefit survey, and classification assessment. Mr. Clark's personal experience includes eighteen years in town and city management, having served as Assistant to the Gloucester Town Manager and as the Town Manager of Andover, and eleven years in the computer industry with world-wide marketing experience. Mr. Wallace E. Stickney will also be assigned to the Sudbury search and will bring an additional perspective. Mr. Stickney has an engineering background and has served as the New Hampshire Commissioner of Transportation and as Federal Emergency Management Administration Executive Director. Mr. Clark informed the Board that he would provide references of other recruitments performed by his firm, including the Derry, N. H. Town Manager, the sole Town Manager recruitment.

In response to Selectman Clark, who noted that many of the items listed under each of the separately priced categories of the proposal had already been accomplished by the Town, Mr. Clark stated that the scope of work can be tailored to the client's needs and be amended as the process proceeds. Mr. Clark assured Ms. Precourt that the contract could be written to accomplish this, providing clear expectations for the parties, with a not to exceed limit. Mr. Clark noted that it would be important for him to talk with the Board members to gain insight as to the flavor of the community and to aid in the firm's review of the candidate profile previously developed. Mr. Clark noted that he has links and contacts in the area which would be helpful in assembling a candidate pool and stated his intention to advertise in the ICMA newsletter as well as the Beacon. With regard to Mr. Thompson's recommendation to limit the search to New England and, in particular, Massachusetts, Mr. Clark responded that the proper wording could accomplish that goal, especially since the Town has no funding for reimbursement of travel or other interview expenses. The salary range should be stated up front as well. Mr. Clark stated his belief that once the consultant contract was signed, the process should take approximately three months. He suggested that, to facilitate the process, it would be beneficial to develop a sample agreement, with Town Counsel involvement, for candidate negotiation purposes. In response to Ms. Evans query, Mr. Clark informed the group that while a personal interview with the top twenty candidates rather than telephone interviews could be accomplished, it would add significantly to the cost and not necessarily add to the evaluation. Mr. Clark noted his preference for face to face contact after the top eight to ten candidates have been selected and interview with the Board of Selectmen of three to eight candidates. Mr. Clark affirmed his belief that the Selectmen should be involved in the screening process at the review of the top twenty, noting that the process can evolve, at the interview stages, as an indicator of a working relationship for both parties. Mr. Clark stated that reference checks could be as extensive as the Board desires, within the limits of how far the firm itself can go, noting that criminality checks would only be

accomplished through the local Police Department. Mr. Clark did not believe that psychological testing would be desirable for this position. In response to Selectman Blacker's review of the difficulties inherent in developing a compensation package to accommodate a desire to have the Town Manager reside in Sudbury and the Town Manager's perceived need to augment the State's mandated retirement plan participation, Mr. Clark opined that the community must recognize these factors in budgeting the salary package. Mr. Clark also noted that should the Town Manager move out-of-state or leave public office after participation in the mandated retirement plan, the funds can be withdrawn and reinvested. As to a possible failure of the Town and the top three candidates to achieve closure, i.e., agreement upon a contract, Mr. Clark stated that his firm would assist with further recruitment although a "no fault" situation has to be recognized vis a vis compensation to the firm. As to the effect on the candidate of allowing the Interim Town Manager to implement the Town Manager's duties under the Town Manager Act such as budget preparation and appointment of the Town Clerk, Finance Director and organizing the Department of Public Works, Mr. Clark stated that budget preparation would be necessarily helpful and any appointments would simply be subject to future change.

Interview - MMA Consulting Group, Inc.

Present: Mark E. Morse, President, MMA Consulting Group, Inc.; Kathleen Precourt, Finance Committee; Jane Evans, Personnel Board.

Mr. Morse stated that personally this is his twenty-third year of providing services, including those of organization, personnel and recruiting, and over the firm's nine years of business it has undertaken approximately seventy projects per year for its municipal clients which represent about ninety-nine percent of its clientele. His associate, Stephen McGoldrick, who would assist the Town in this assignment, is completing a four-year assignment as Deputy Receiver for the City of Chelsea.

Mr. Morse stated that while the MMA Consulting Group's proposal identifies a scope of services and delineates specific tasks to accomplish these services, the scope can be tailored to the Town's needs and the costs reduced. Mr. Morse would insist, however, on talking with the three Selectmen in conjunction with the review of the profile and other materials previously developed. Mr. Morse cautioned about providing more than a basic information package to go to prospective candidates, preferring that research on the Town be left to the applicant. Mr. Morse estimated that the process would take from ninety to one hundred days to finish. Mr. Morse recommended that advertisements be placed in such professional publications as the ICMA Newsletter and "The Beacon", but not "The Boston Globe" and took note of the unavailability of travel reimbursement funds. Before advertisement the firm would also take advantage of the personal contacts available to it to solicit a candidate pool. Relative to the Selectmen's concerns about reduction of the applicant pool due to the State-mandated participation in the in-state retirement plan, Mr. Morse affirmed Town Counsel's research that there is no exception to the rule and suggested that the Selectmen be "up front" with the candidates. With regard to living in Sudbury, the Board should use the word "desirable" rather than "required" so that the Board has some flexibility to negotiate. Mr. Morse opined that Sudbury is a desirable post and one which would warrant more pay; although he would like to see a higher range, the Board could have some flexibility elsewhere. If using a salary range, one would expect a push to the highest salary in the range. In response to Ms. Precourt, Mr. Morse stated that the firm could be billed monthly or incrementally, and in the event of failure of closure, on some basis the firm would owe the Town something in the way of continued service. Relative to the interview process, Mr. Morse noted that personal interview rather than telephone interview of the top twenty candidates would add to the cost, but could be accommodated. If desired, site visits to

determine how the candidate is perceived in his/her community could also be accommodated in a revised scope of services. Mr. Morse noted that one joint interview is included in the cost quoted in the firm's proposal. Mr. Morse cited his firm's extensive experience in recruitment of Town Managers and administrative personnel throughout the Commonwealth and affirmed his commitment to working with local governments.

Upon conclusion of the interviews, the group concurred in the assessment that MMA Consulting Group, Inc. is more experienced, is well regarded by local communities and managers, and has a vast array of contacts and resources available to it and is the best choice for Sudbury.

It was therefore, on motion, unanimously

VOTED: To contract with MMA Consulting Group, Inc., 60 Temple Place, Boston, for professional recruitment and selection assistance for the Town Manager position in the Town of Sudbury, subject to the development of an appropriate scope of services and negotiation of costs relative thereto; and further, to authorize Interim Town Manager Richard E. Thompson to contact the MMA Consulting Group accordingly to initiate the process.

The Board concurred with Interim Town Manager Thompson's recommendation to request the amount of \$6,500 from the Reserve Fund, as quoted in the MMA Consulting Group's proposal, as being sufficient for an adjusted scope of services.

Several members of the group suggested that some of the tasks be delegated to the Selectmen's Office to reduce the cost of the search and compensate for the additional cost of personal interviews of more of the candidate pool.

Interim Town Manager Duties

Selectman Blacker suggested that, having received a favorable opinion from both consultants, rather than waiting for the September 11 Board of Selectmen meeting, the Board should take immediate action to allow Mr. Thompson to proceed with the reorganization of Town government as approved under the Town Manager Act.

Therefore, it was on motion unanimously

VOTED: To authorize the Interim Town Manager to proceed with the implementation of Chapter 131 of the Acts of 1994, An Act Establishing a Board of Selectmen-Town Manager Form of Administration in the Town of Sudbury, subject to presentation and concurrence by the Board of Selectmen of proposed organizational changes.

Mr. Thompson indicated his intent to do so.

There being no further business, the meeting was adjourned at 9:45 p.m.

Attest: _____
Richard E. Thompson
Interim Town Manager - Clerk