

**Town Manager Screening Committee
Meeting minutes**

2020 AUG 24 PM 3:44
MILLBURY, MASS

Date: June 8, 2020

Time: 6:30 p.m.

Location: Meeting conducted via Zoom video conferencing: because of the COVID-19 pandemic and the closure of Millbury public buildings, this meeting was conducted using remote access. This is consistent with Governor Baker's Executive Order dated March 12, 2020.

Committee members participating via Zoom video/conference call:

Jon Adams	Stephanie Phillips Richter
Chris Naff	Rusty Valery
Steve Noonan	Andrea Warpula
Kaye Peltier	

Committee members absent:

Kerry Luby
Greg Myers

Guests:

Bernie Lynch, Community Paradigm Associates
Sharon Flaherty, Community Paradigm Associates
John Petrin, Community Paradigm Associates
Scott Despres, Board of Selectmen
Justine Caggiano, Human Resources

6:36 p.m.: Call to order and review of minutes

Chair Andrea Warpula called the meeting to order and asked for a review of the minutes from the April 29, 2020 meeting. Chris Naff moved to accept the minutes as written; seconded by Steve Noonan. Vote was unanimous.

Agenda item: *Review and discussion of Town Manager Position Statement document*

Bernie Lynch of Community Paradigm Associates (CPA) walked the Screening Committee through the draft position statement. Mr. Lynch reviewed changes made based upon feedback from the Committee.

Chris Naff moved to accept the position statement developed and subsequently revised by the CPA consultants; seconded by Steve Noonan. Vote was unanimous.

Mr. Lynch stated that the job posting would be released on June 9th. The advertisement will go to the MA Municipal Association and the International City/County Management Association (ICMA). The job will also be posted to the CPA website and the Town of Millbury website. The position statement will be distributed to potential candidates through job boards, such as through universities with graduate programs in public administration, as well as to individuals in the CPA database.

The deadline for resumes to be submitted is July 2nd; the Committee is scheduled to meet on July 6th. Mr. Lynch anticipates receiving 25-35 applicants from MA and other New England states.

Agenda item: *New business (any other business not reasonably anticipated by the Chair)*

Jon Adams mentioned that the Board of Selectmen ^{is} are meeting on June 9th; one topic on the agenda is the Acting Town Manager appointment.

Jon Adams also asked about rating scales to assess candidates. Mr. Lynch reviewed the tiering system that CPA uses to present candidates (based on experience and whether the candidate meets the job requirements).

Other business

The next meeting of the Town Manager Screening Committee is scheduled for Monday, July 6, 2020, at 6:30 p.m.

Adjournment

With all business on the agenda completed and no new business brought before the committee, a motion from Chris Naff to adjourn was entertained and seconded by Steve Noonan. Vote was unanimous; meeting was adjourned at 6:52 p.m.

List of documents from June 8, 2020 meeting:

- Millbury, MA – Town Manager: Position Statement (from Community Paradigm Associates)

*Minutes compiled and submitted by Committee Clerk
August 1, 2020*

Jon Adams

Kaye Peltier

Kerry Luby

Stephanie Phillips Richter

Greg Myers

George Rusty Valery

Chris Naff

Andrea Warpula

Steve Noonan

**** The Town Manager Screening Committee voted unanimously that minutes will continue to be approved by vote while we use remote participation during the COVID emergency period. Approved minutes will be submitted to the Town Clerk's office without signatures. These meeting minutes were approved by the Committee on 8/3/2020, despite a lack of signatures. ****

Millbury, MA – Town Manager



Position Statement

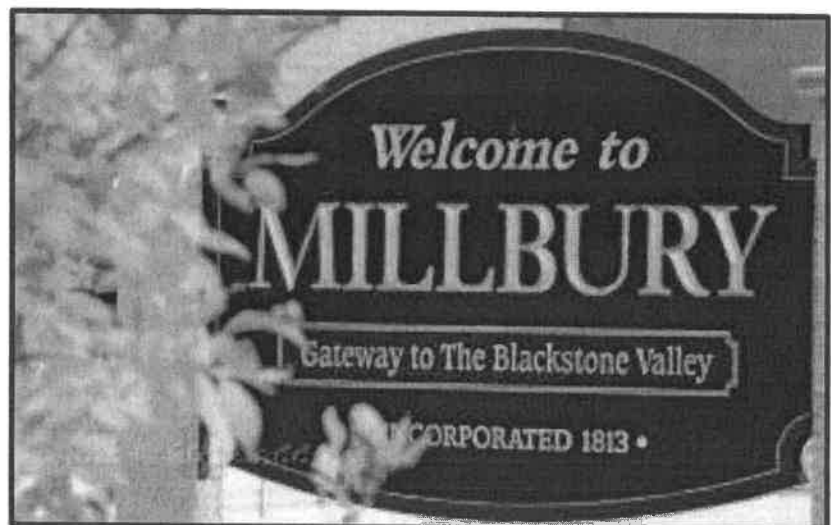
Millbury, MA (13,600 pop.), is a quintessential New England mill town having evolved around the resources of the Blackstone River. It is a primarily residential community located in the heart of Massachusetts and is the northernmost town in the Blackstone River Valley. Millbury is located just south of Worcester and approximately 40 miles west of Boston. It has a compact downtown currently undergoing significant revitalization efforts, and open space that includes wooded hills and streams. Millbury has an AA rating and an FY20 budget of approximately \$45 million. The Town's local government is led by a five-member Board of Selectmen. Millbury has a proud tradition of civic engagement and in 2000 this helped to produce a home-rule charter that centralized administration while continuing the tradition of Town Meeting as the legislative body.

To serve as its next Town Manager, Millbury is seeking an experienced, energetic, and collaborative leader with strong financial acumen as well as budgeting, communications, economic development, and successful grant writing and grant management skills. Candidates should have a bachelor's degree (advanced or graduate degree preferred), preferably in public administration, government, or business administration, and at least two years of full-time experience as the chief administrative officer of a city or town. Candidates should have a proven record of leadership, have a collaborative management style, and be a strategic thinker. The next Town Manager must know how to lead through influence and should be innovative, proactive, and highly professional.

Annual salary: \$155K+/-. The successful candidate will receive an attractive compensation package commensurate with qualifications and experience, including health and retirement plans. Millbury is an Equal Opportunity/Affirmative Action Employer.

Important Links:

- [Town of Millbury](#)
- [Home Rule Charter](#)
- [Municipal Code](#)
- [Town Audits](#)
- [Annual Town Report](#)
- [FY20 Budget](#)
- [Master Plan](#)
- [CAFR](#)
- [Expenditure, Expense, Revolving Fund Reports](#)
- [Town Meeting Warrants](#)



Local Government

Government

Millbury's executive branch of government is a five-member Board of Selectmen that serves as the governing body of the Town. The Board appoints the Town Manager as the Chief Administrative Officer of the Town. The Town Manager is responsible for managing the operations of the Town. Millbury has Open Town Meeting, which serves as the legislative body of local government. In addition to the Board of Selectmen, elected bodies include: Planning Board, Board of Assessors, Board of Health, Housing Authority, Redevelopment Authority, Library Trustees, School Committee, one member of the Blackstone Valley Regional School Committee, and Town Moderator. Millbury's school department includes two elementary and one junior/senior high school.



Challenges and Opportunities

Finances

Millbury has an FY20 budget of approximately \$45 million and a Standard and Poor's rating of AA with a stable outlook. Maintaining or improving Millbury's financial strength and bond rating while keeping tax increases to a minimum are priorities, so the next Town Manager should have strong financial skills. Millbury, like most municipalities, is facing revenue constraints and the pressure of increasing costs as well as fiscal concerns arising from the ongoing COVID-19 pandemic. The FY20 tax rate is \$15.33 per thousand for all properties. The average single-family tax bill in FY20 was \$4,651. Approximately 55.4% of the Town's revenue comes from residential taxes. New growth in FY20 was \$823,123 and certified free cash was approximately \$2.02 million. To help ease budget constraints, a Town Manager with successful grant writing and grant management skills would be a plus. The Town Manager must develop and maintain strong relationships with state officials and professional organizations to improve opportunities for securing grants to ease the tax burden on residents.

Master Plan

Millbury completed its Comprehensive Master Plan in 2019. It includes shared values, a vision statement, and a set of goals, all relative to the Town's future. It provides the blueprint for land use and economic development decision-making. The next Town Manager will be expected to be proactive in moving the Town toward enhanced utilization of its advantageous location and attracting new development appropriate for the community. Millbury was designated a Green Community in July 2011 which makes it eligible for certain state grants. It has received nearly \$900,000 in various Green Communities grants to date.

Capital Planning

The Town Manager will be expected to develop, with input from department heads, a detailed and well-thought-out short- and long-term Capital Improvement Plan that balances the needs of the community with the realities of the budget. This plan must identify priority needs and revenue sources and be linked to the overall goals detailed in the Master Plan. The CIP must be reviewed and updated annually to address infrastructure needs and budget constraints.

Projects



Millbury has a number of significant projects underway or anticipated for the near future.

- Millbury's downtown is undergoing a \$1.8 million revitalization effort, with \$1.4 million funded by various grants. Currently in Phase 1, the overall project involves reconstruction of the Commons and municipal parking lot, expanded walkways, ADA-compliant sidewalks, installation of bump-outs, upgrades of traffic and pedestrian signals, and repaving roadways as well as improved drainage, water and sewer infrastructure, and landscaping. Also, the Department of Planning & Development and a group of concerned citizens have joined forces to launch the Millbury Center Beautification Initiative to focus on adding color and beauty to Millbury's public spaces.
- Construction of a new, nearly \$61 million, R.E. Shaw Elementary School is scheduled to commence in Spring 2021 with an estimated completion in June 2022. The Massachusetts School Building Authority will fund approximately 62% of approved costs. Additionally, a \$5 million renovation of the Junior/Senior High School athletic fields is slated to occur this summer.
- At Annual Town Meeting in June, voters will be asked to approve funding for design plans for a new Fire Department headquarters. Millbury hopes to have a project shovel-ready as the Commonwealth is expected to implement a new program to assist towns with the construction of fire stations.
- There are a number of ongoing road and bridge repair projects throughout town.
- There is ongoing discussion of the need for a new police station, which is currently located in Town Hall. The former Pakachoag Acres Learning Center is under consideration as a potential site for a new station.

Economic Development

With its proximity to Worcester, Boston, and Providence and plenty of highway access, Millbury is poised for growth. It strives to be a business-friendly community that boasts excellent highway access (direct access to Interstate 90, Interstate 146 and Routes 122 and 122A), capacity in its sewer and water systems, developable land, and a streamlined permitting process. Millbury is currently home to approximately 400 businesses, including small home-based businesses, retail chain stores, restaurants, service-based industries, and professional offices. The Shoppes at Blackstone Valley, the largest economic development project in the town's history, was completed in 2004 and brings in over \$1 million in tax revenue. It provides more



than 750,000 square feet of shopping and dining experiences and a movie theatre. A large cannabis cultivation facility has been approved by the town and a cannabis retail dispensary opened in September 2019. Millbury benefits by having two exits on Interstate 90 (the Massachusetts Turnpike). The town relies on groundwater for its water supply. Aquarion Water Company, a subsidiary of Eversource Energy, owns and operates the water system in Millbury by maintaining four wells located on two aquifers for the town-supplied water system. With its location bordering Worcester, the next Town Manager should understand the importance of interacting and collaborating with a major city.

Staff Development and Professionalism

Millbury has skilled and professional department heads and staff members. The position of Director of DPW is currently filled on an acting basis and the retirements of several department heads are expected in the near future. The next Town Manager should be a talented professional with superior knowledge of municipal management, strong communication skills, and the ability to work collaboratively with the Board and staff to develop a vision for the community along with a plan to realize that vision. The Town Manager should lead by example, set high standards, and inspire positive morale. He or she should be able to balance the organizational culture with opportunities for improvement and efficiencies.





The Ideal Candidate

- Bachelor's degree, preferably in public or business administration, or government; advanced or graduate degree preferred.
- At least two years of full-time experience as the chief administrative officer of a city or town.
- Skilled in financial management, budgeting, grant writing and grant management, communications, and economic development.
- Strong leadership skills.
- Able to achieve buy-in to a vision.
- Ability to lead through influence.
- Innovative, confident, organized.
- Ability to build morale.
- Strong conflict-resolution skills.
- Strong communication skills.
- Experience in setting goals and priorities.
- Analytical, energetic, and enthusiastic.
- Team-oriented and collaborative.
- Creative problem solver; proactive.
- Skilled at developing and implementing effective protocols and procedures.
- Unquestionable integrity.
- Strong work ethic.
- Inspires trust and confidence.
- Knowledgeable of best practices.
- Treats others fairly and respectfully.
- Enjoys engaging in civic events and interacting with citizens.

How To Apply

Send cover letters and résumés via email, in a single PDF, by July 2, 2020, 5:00 p.m. EST to:

Apply@communityparadigm.com

**Subject: Millbury
Town Manager Search**

Questions regarding the position should be directed to:

Bernard Lynch, Principal
Community Paradigm Associates
BLynch@communityparadigm.com
978-621-6733

The Town of Millbury, MA, is an Equal Opportunity/ Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, or status as a protected veteran.

