

**TOWN OF PROVINCETOWN - BOARD OF SELECTMEN
SPECIAL MEETING MINUTES
MONDAY, February 10, 2014 4 PM
TOWN HALL – JUDGE WELSH ROOM**

Chairman Elaine Anderson convened the meeting at 4:00 PM, noting the following:

Board of Selectmen attending: Austin Knight, Elaine Anderson, David McChesney, Erik Yingling and Tom Donegan.

Other attendees: None

Recorder: Mary Timmons

Elaine Anderson chairs the meeting. The meeting was delayed due to two selectmen not being present. A recess was called for until they arrived.

1. Interview town manager search consultant firms listed below

MMA Consulting

Mark Morse, President provided a background of what he has done in the past with other towns and municipalities. Talks about unique approach for recruiting, emphasizing he works for the town, not the candidate. Mr. Morse outlined the four steps of recruiting: 1) working with the Board to figure out what the looking for in a candidate; 2) exploring the best methods for finding candidates; 3) evaluating the candidates; and 4) working with the Board regarding the interview process. He said he needs to talk to each member of the Board, Town Manager Search Committee, and possibly the community. Regarding recruiting, he stated they use ICMA.org, an electronic news letter. They use that site, a few other journals, and outreach which is critical. More than half of their candidates come from outreach. During the third phase they check out all resumes and screen them. There is a range of things that need to be done during screening. They work with the search committee to help them through the evaluation process. He expressed concern with the Board not getting too far away from the search committee. The connection needs to be there so there are no surprises.

Elaine Anderson asked if the cost of \$15,200 is a fixed fee wondering if there would be additional expenses. Mr. Morse stated the only extra costs would be the advertising cost of approximately \$1,100-\$1,200. He explained background checks are done from the office, the real expense is the travel. Mark says he has a person doing background, Jim McDonough, who works with him. The process takes about 16 weeks/120 days. He says you can't cut out some of the process. It's better to be slow than too hurried.

Selectman Knight asked about his philosophy as far as the search committee and their process. Mr. Morse said he would not venture beyond four interviews, but he prefers three. The biggest challenge is the requirement of the charter and having to reside in the town. The issue is housing. There is not a lot of housing and it is

expensive.

Groux & Associates

Tom Groux Bob Lawton presented their materials. Tom is owner, and both he and Bob will be working on this, if selected. He would like the job because he has a keen interest in having good people go into the municipality. From prior experience he knows we have good department people. Overall, the town has an excellent reputation.

His fee is \$9,000. Additional fees would be for advertising and he would help the Board and the search committee draw it up and assist them in placing it. Those costs would be less than \$750.00. The length of search calls for 18 weeks from the day the contract is signed until the day the board appoints its final candidate. This time frame can be shortened or extended depending on the Board. Almost all of searches he has been able to adhere to 18 week with no problem

His process is to sit with the Board before meeting with the search committee to get their views as to the type of candidates they want. This would be on a one on one basis. Then he would meet with the search committee. Next, he would prepare a brochure for recruiting, then the search committee and he would meet again. They would go through the applicants and make sure we had a pool of adequate people. Interviews by the search committee would be confidential, only those going to the board would be publicly identified. Once the search committee identifies people, and after Tom Groux screens them, they would assist in preparation for interviews, how they might be conducted, and the rating system. He recommends the search committee recommend not less than 4 and maybe 5 or 6 candidates. They would then do background checks and contact references for finalists. He recommends the Board have two public interviews with finalists.

Bob Lawton then provided his background working for municipalities in the Cape. Dennis, Harwich, Yarmouth and Truro. He helped the town of Truro with their search three years ago.

Colin Baenziger & Associates

Mr. Baenziger's fee is \$19,000 proposal how many weeks, with the search being about 88-95 days. Selectman Anderson asked about any work he may have done in Massachusetts. He has not done too much work here, and he has not read the charter, which Elaine stated was very important. She told him the charter guides the town in total.

His process is to: 1. Get to know the selectmen and understand the town manager form of government better. He stated he wants to get a feel for the heartbeat of the town so he can get to know the strengths and weaknesses of the community. 2. Outreach through advertising and networking using an extensive email list of experienced managers. His goal would be to try to get people to look at the community. 3. Initial candidate screening by going through resumes, assessing them, then put candidates through screening. This includes an Internet check which

is more than just Google. Mr. Baenziger would then put together all the information with the goal of bringing forward 10-12 candidates. After the Board speaks to the candidates, they go through background checks to get a full 360 evaluation. 4. Sit down with the Board and confirm/select four or five candidates. They like the candidates to be seen in several settings. Lastly, he gives the Board a few days to consider the candidates. Then the decision is made and they assist with contract negotiations. They stay in touch to be sure the relationship is successful.

Mr. Baenziger would be the person the town would be working with directly. He would be the leader of the team. He may have to send someone else if the schedule changes. Travel is included in the fee. He would like to work with us and work in Massachusetts as it would be a new state for them.

Waters Consulting Group

Andrea Sims has been doing recruitment for 13 years in the public and private sector. Her firm has a template for community forum in the community the size of ours. She wants to work with the Board to be sure they are representing the organization correctly, then selling it. They look to searching aggressively across the country. Their fee is \$23,500, which includes fees for travel, advertising, and mailing. They do a direct mail piece, some email, some hard copy. They are also aggressive in calling people. The time line from time we start would be about 12 weeks. They advertise in professional journals and all the resumes come into them. They ask candidates to prepare additional information as resumes don't give you everything you need. They will send a book of semi-finalists with resumes. They would then come in and discuss the candidates, then decide on those we want to move forward with. They do thorough background checks, criminal checks, references, and some references not on the list. She is familiar with our type of government and would be the lead from the company.

Chuck Morgenson, her colleague, has worked in several Massachusetts towns, primarily in public safety. Andrea has worked with a search committees, elected boards, and has worked with the elected or subsets of an elected body.

Diversified Search

We spoke to Loni Taylor. The fee is \$60,000, \$60,500 for the entire project. Diversified has been in business since 1974. Their plan is to, once retained, meet with the stakeholders and conduct due diligence. They would like to get a culture of the organization and what they are trying to achieve with a Town Manager. Once they have enough information they will provide a report to the Board, then go out to the field. Here, they will use their network of relations and go about developing an initial pool of candidates, and this pool is sent to the Board. The pool of candidates is then narrowed down to the finalists. Once an offer is suggested they do a background check. Once conducted, interviews are initiated. This is a 12 week proposal. This is typical. Each of their projects is unique. No two searches are alike. They produce any type of material necessary and helpful in conducting the search. The company has not done a town manager search in Massachusetts, but has worked at all levels of positions in government.

The Board asked about the references on pages seven and eight which list all large government organizations. They reminded Mr. Taylor, that we are a municipality that does not have the resources to meet with what he has done for other cities and towns. Mr. Taylor stated he has vacationed in Provincetown but doesn't really know the heart of the town. Selectman Knight was concerned about him not working with small communities. Mr. Taylor stated he has not worked with a town our size but they would not take this lightly. They want us to think of this as an investment. Mr. Taylor was asked if he would waive the minimum and go with the 30%. They would consider this.

Mercer Group, Inc.

Mr. Higginbotham stated the fee of \$18,750 is correct. The timeline is 90 days from the time he meets with us until the time a decision is made. He has done some in New England, Maine, Maryland, Pennsylvania, New York and currently working in Harrisburg PA. He has not worked in Massachusetts. He has been to Provincetown for a visit but not for business.

He outlined the process as follows: First, he would put things in a detailed schedule, then meet with the Board and others suggested by the Board. Next, they would work out job a job description and what we are seeking. Materials would then be published and he would put out job postings. Recruitment would take place March 24th through April 30. When resumes come in he screens candidates and looks at those that meet our criteria. If he is satisfied they are what we are looking for then he provides a list of ten or so candidates from those he screened and we would select those to interview. They do the background checks before interviews, and he would provide a packet of information on each candidate. He could do a meet and greet but the Board would advise him of that. He would help with the contractual arrangements, which would probably occur June 9, 2014. He knows there is a search committee. He also understands he would have to become familiar with the charter.

Novak Consulting Group

Catherine Tuck-Parish confirmed the fee is \$24,800, which is all inclusive. The time line is suggested and she would want to talk to the board about this. It's about a 14/15 week process. She would like to talk to them about any impact an election might have on the process. She has worked with search committees before, is familiar with the Town Manager form of government, and is familiar with the charter and knows it guides us.

Ms. Tuck-Parish then outlined the process. They would meet with the search committee, and talk to the Board in advance of that meeting. One question would be to clarify the scope and role of each group throughout the process. Each search committee is different depending on the community. They would then provide an outline of the search process/recruitment plan. They spend time up front so they understand what a good match might look like. They use outreach, develop documents and do a prescreening on all applications. Novak Consulting will also develop materials to help the Search Committee and the Board review the applicants

and provide professional advice. They also facilitate the entire process of interviews, including the public component, interaction with staff, and community leaders. Feedback is gathered and provided to the Board. Background checks are done through record checks, online, and other social media. Novak Consulting guarantees the placement for a year except in case of death.

Selectmen's comments

Tom Donegan abstained from voting on the people he did not hear unless there is a tie. The Board discussed pricing, services, and timelines. It is critical whomever they choose understands the community. The Board has worked with the two local companies before and believed this would be beneficial to the search

MOVE that the Board of Selectmen vote authorize the hiring of MMA Consulting to assist in the search for a Town Manager.

Motion by: Austin Knight Seconded By: Erik Yingling Yea 4 Nay 0

Motion to adjourn by Austin Knight at 6:00 pm.

Minutes transcribed by: Mary Timmons