

## **AGENDA**

Call to Order

1. Public Comment
2. Approval of Minutes
  - December 16, 2019

Old Business

New Business

3. Town Manager Search – approve contract
4. Audio Recording of Meetings

Adjournment

**Town of Mansfield  
Personnel Committee Meeting**

**Monday, December 16<sup>th</sup>, 2019  
Conference Room C  
Audrey P. Beck Municipal Building  
5:30 P.M.**

**Draft Minutes**

Members Present: Terry Berthelot (Chair), Ronald Schurin & David Freudmann  
Other Council Members Present: Samuel Bruder (arrived at 5:43pm)  
Staff Present: John Carrington, Robert McCue, Sgt. Keith Timme, Noelle Shepard, Jill Krieger  
Region 19 Board of Education Members Present: Jim Mark (Chair, arrived at 5:45pm)  
Guests: Betty Wassmundt

Terry Berthelot called the meeting to order at 5:31 p.m.

1. PUBLIC COMMENT

Betty Wassmundt repeated her request for future personnel committee meetings to be recorded and asked for an update on the status of this request from the November 18, 2019 meeting. Terry Berthelot stated that this issue will be added to the agenda for the next meeting.

2. APPROVAL OF MINUTES

Mr. Schurin made the motion to approve the draft minutes of November 18, 2019 meeting, and Mr. Freudmann seconded. Motion passed.

3. Council Rules of Procedure

Ron Schurin motioned to move on to the fourth item on agenda in order to allot time for Jim Mark's, the Chair of the Region 19 Board of Education, arrival. Interim Town Manager John Carrington updated the Committee on Town Attorney Kevin Deneen's opinion that Council members are in most circumstances not limited on what they comment on during "Reports and Comments of Council Members." Mr. Schurin noted that he would like "clarification and amplification" added to what Council members may do during public comment. Terry Berthelot expressed that she believed they were able to do this.

4. School Resource Officer Position

Terry Berthelot explained to the Committee that the Town Council was not involved in the hiring of the School Resource Officer. She introduced Jill Krieger, Superintendent of Region 19, to provide the history on the position. Jill Krieger explained that in the summer of 2018, the former Town Manager and Sgt. Timme presented the idea. She had previous experience with this position, and they travelled to various towns who had similar models in order to learn more. Jill Krieger, Jim Mark, Robert T. McCue, and Sgt. Timme discussed the advantages of having a School Resource Officer trained through POST. Terry Berthelot and David Freudmann presented their concerns with this position and asked to see data on the successes. David Freudmann motioned to recommend to Council to immediately terminate the Memorandum of Agreement of the School Resource Officer program. Terry Berthelot seconded. Ron Schurin voted against the motion. Motion passed.

5. Town Manager Search – RFQ for Search Firm

Interim Town Manager John Carrington informed the Committee that he had created a draft of the RFQ for the search firm for the Town Manager position. He had staff make edits. Ron suggested adding “educational services” to the section that states what services Mansfield offers. Interim Town Manager Carrington explained that the Council will choose the top RFQ responses. David Freudmann suggested utilizing outside Towns in the interview process. Ron Schurin asked that a typo on page 3 of the RFQ be fixed. Consensus on RFQ with changes suggested by Ron Schurin.

6. Adjournment

Terry Berthelot stated that the taping of future meetings will be added to the next agenda. Meeting was adjourned at 7:02 pm.

Respectfully submitted,  
Noelle Shepard, Human Resources



**Town of Mansfield  
Personnel Committee Agenda Item Summary**

**To:** Personnel Committee  
**From:** John C. Carrington, Interim Town Manager  
**Cc:** Robert T. McCue, Acting Assistant Town Manager  
**Date:** January 27, 2020  
**Re:** Appointment of Executive Search Firm for Town Manager Recruitment

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**Subject Matter/Background**

Following a competitive selection process, the Council's Personnel Committee is pleased to recommend the appointment of Rutherford Advisors, Inc., DBA The Executive Suite to assist the Town Council with the recruitment of the next town manager.

In December, the Personnel Committee issued a Request for Qualifications (RFQ) to select a firm. We were fortunate to receive six responses. The committee selected Rutherford Advisors, Inc., DBA The Executive Suite based on the firm's recruiting experience, recent experience working with the Town, and proposed fees. Warren Rutherford will be the lead consultant. I have attached the proposed agreement between the Town and Rutherford Advisors, Inc., DBA The Executive Suite for the Council's consideration.

**Financial Impact**

Rutherford Advisors, Inc., DBA The Executive Suite fees are as follows:

- \$21,600 for services in connection with this agreement.
- Estimated additional costs incurred in the process billed direct to the Town or reimbursed:
  - \$1,000 for advertising
  - Background Checks; \$200 per finalist
  - Travel, room and board for finalist interviews

**Legal Review**

The proposed contract with Rutherford Advisors, Inc., DBA The Executive Suite is in the form of our standard agreement for professional services.

**Recommendation**

The following motion is in order:

*Move, to appoint Rutherford Advisors, Inc., DBA The Executive Suite as the executive search firm to assist the Town Council with the Town Manager recruitment, and to authorize Interim Town Manager John C. Carrington to execute the attached professional services agreement with the firm.*

**Attachments**

- 1) Proposed Agreement with Rutherford Advisors, Inc., DBA The Executive Suite for Professional Services
- 2) Rutherford Advisors, Inc., DBA The Executive Suite response to RFQ for Executive Search Firm



## AGREEMENT FOR PROFESSIONAL SERVICES

This agreement made on \_\_\_\_\_ between the Town of Mansfield and a municipal corporation chartered under the laws of the State of Connecticut (hereinafter referred to as "the Town"), and Rutherford Advisors, Inc., DBA The Executive Suite, an Independent Contractor (hereinafter referred to as "the Independent Contractor").

The Independent Contractor is identified as follows:

Name: Rutherford Advisors, Inc., DBA The Executive Suite

Type of Entity:        \_\_\_\_\_ Individual  
                              \_\_\_\_\_ Sole Proprietorship  
                              \_\_\_\_\_ Partnership  
                                x   Corporation

Name: Rutherford Advisors, Inc. DBA The Executive Suite

Address: 100 Independence Drive, Suite 7-116

City/State/Zip: Hyannis, MA 02601

Business Telephone: 508-778-7700 Fax:

Social Security Number or Employer Identification Number: 13-4284162

In consideration of the promises and mutual covenants and agreements contained herein, the parties agree as follows:

### **Services To Be Performed;**

The Independent Contractor agrees to perform the full range of services related to the recruitment process including but are not limited to:

- a. Development of recruitment strategy and content – Work with the Town Council and Town Staff to develop the qualifications, skills, and experiences of the ideal Town Manager candidate. Develop job announcement, position profile, and related material for approval by Town Council. This should include a review of the recommendations and report done by the Town Consultant's report on the previous recruitment process.
- b. Stakeholder engagement – Coordinate process to solicit input and to engage key stakeholders in the selection process. This will include:

- Residents
  - Town Council
  - Board of Education
  - Regional School District 19, E.O. Smith High School
  - Administrative, supervisors and non-supervisory employees for the Town of Mansfield.
  - Mansfield Downtown Partnership
- c. Develop a suggested “preferred candidate” profile based on community needs and culture that should be part of the job announcement.
  - d. Candidate search – publicize job announcement in various employment websites and distribute to targeted candidates; oversee nationwide search for qualified candidates.
  - e. Identify and submit candidates for consideration – Summarize the qualifications of top candidates for the Personnel Committee’s review. Provide an explanation as to why they were ranked in that order.
  - f. Interview process – Coordinate, in conjunction with the Town Council, multiple rounds of interviews with candidates. Prepare evaluation criteria and coordinate interview panels. Collect writing samples and other candidate materials as deemed appropriate.
  - g. Coordinate a thorough background employment search, beyond references, and credit check for preferred candidate. This should include, but should not be limited to:
    - Reference Check
    - Credit Check
    - Criminal History Check
    - Interview, if applicable, at least three employers or council members from previous communities.
    - Complete check of social media for any pertinent information.
  - h. Assist with contract negotiation and make recommendations regarding the terms of employment.
  - i. Complete other activities as described in the RFQ. (attached0

**Term of Agreement.** The services called for under this agreement will commence on \_\_\_\_\_ and terminate on \_\_\_\_\_.

**Technical Direction.** The Mansfield Town Council’s appointed Town Manager Search Committee will provide technical direction as needed or required. The **Interim Town Manager John Carrington** or his designee, may also assist with technical questions as they arise.

**Terms of Payment.** The Town will pay the Independent Contractor according to the following terms and conditions:

- \$21,600 for services in connection with this agreement.
- Estimated additional Costs Incurred in the process billed direct to the Town or reimbursed
  - \$1,000 for advertising
  - Background Checks; \$200 per finalist
  - Travel, room and board for finalist interviews

**Guarantee:** The Independent Contractor will guarantee satisfaction with anyone hired through us for twelve (12) months after hire. Should the employee hired depart within twelve (12) months, or if the

Town is simply unhappy with his or her performance and wish to replace the person, the Independent Contractor will re-execute the search for no fee, only actual expenses, provided the fee is paid on or before the start date of the person hired. No cash refunds will be issued by the Independent Contractor.

**Invoices.** The Independent Contractor will submit to the Town invoices for all services performed.

**Reimbursement of Expenses.** The Town will not be liable to the Independent Contractor for any expenses paid or incurred by the Independent Contractor unless otherwise agreed to in writing.

**Assistants.** The Independent Contractor, at the Independent Contractor's expense, may employ such assistants, as the Independent Contractor deems appropriate to carry out this Agreement. The Independent Contractor will be responsible for paying such assistants, as well as any expense attributable to such assistants, including income taxes, Social Security taxes, Unemployment Insurance and Workers' Compensation insurance.

**Federal, State and Local Payroll Taxes.** Federal, state, and local income and payroll taxes of any kind will not be withheld or paid by the Town on behalf of the Independent Contractor or the employees of the Independent Contractor. The Independent Contractor will not be treated as an employee with respect to the services performed here for federal, state or local tax purposes.

**Notice to Independent Contractor About Its Tax Duties and Liabilities.** The Independent Contractor understands that he/she is responsible to pay, according to the law, the Independent Contractor's income taxes. If the Independent Contractor is not a corporation, the Independent contractor further understands that the Independent Contractor may be liable for self-employment (Social Security) tax, to be paid by the Independent Contractor according to the law.

**Insurance Coverage.** The Independent Contractor shall supply the Town with a Certificate of Insurance naming the Town as an additional insured on all applicable insurance policies; excluding workers compensation and professional liability. The following minimum types and coverages of insurance are required:

General Liability:	1 million / 2 million aggregate
Professional Liability:	1 million
Auto:	1 million
Workers Compensation:	Statutory

Coverage shall be primary and noncontributory.

**Independent Contractor Status.** The Town does not provide General Liability, Auto, Workers Compensation or any insurance coverage for the Independent Contractor or Independent Contractor employees. There is no employment relationship between the parties.

**Hold Harmless Agreement.** To the fullest extent permitted by law, Independent Contractor will defend, indemnify and hold the Town and all of the Town's officers, agents and employees harmless from and against all liability, claims, loss, damage to person and property, judgments and expenses, including attorney fees, that arise from or are alleged to arise from the negligence or willful misconduct of Independent Contractor and any of its employees and agents, unless such claim is the result of the sole negligence or willful misconduct of the Town or any of the Town's officers, agents, or employees.

This provision shall survive termination of this Agreement.

**Assignability.** This Agreement will not be transferred or assigned, in whole or in part, by the Independent Contractor without the prior written consent of the Town.

**Choice of Law.** Any dispute under this Agreement, or related to this Agreement, will be decided in accordance with the laws of the State of Connecticut.

**Independent Contractor Status.** The Independent Contractor expressly represents and warrants to the Town that: 1) the Independent Contractor is not and will not be construed to be an employee of the Town and that his/her status will be that of an independent contractor in which the Independent Contractor is solely responsible for his/her actions and omissions; and 2) the Independent Contractor will act solely as an independent contractor and not as an employee or agent of the Town; and 3) the Independent Contractor is not authorized to enter into contracts or agreements on behalf of the Town or to otherwise create obligations of the Town to third parties.

**Other Clients.** The Independent Contractor retains the right to perform services for other clients.

**Termination of Agreement.** This Agreement may be terminated at any time by the Town or the Independent Contractor, upon the giving of **15** days' notice to the other party. Notice will be deemed to have been sufficiently given either when served personally or when sent by first-class mail addressed to the parties at the addresses set forth in this Agreement. The Town will not be liable for, nor will the Independent Contractor be liable to perform, any services or expenses incurred after the receipt of notice of termination.

**Agreement.** This Agreement supersedes all prior oral or written agreements, if any, between the parties and constitutes the entire agreement between the parties. The Agreement cannot be changed or modified orally. This Agreement may be supplemented, amended or revised only in writing by agreement of the parties.

## **ACKNOWLEDGED AND ACCEPTED**

**INDEPENDENT CONTRACTOR:**

**TOWN OF MANSFIELD:**

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Signature*

Warren J. Rutherford President  
\_\_\_\_\_  
*Printed name and title*

\_\_\_\_\_  
*Printed name and title*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Date*



(508) 778-7700  
100 Independence Drive, Suite 7-116  
Hyannis, MA 02601  
theexecutivesuite.com

7 January 2020

Mr. John C. Carrington  
Interim Town Manager  
Town of Mansfield  
4 South Eagleville Road  
Mansfield, Connecticut 06268-2599

**RE: Request for Qualifications (RFQ) Executive Search Firm**

Dear Mr. Carrington -

Please find enclosed a Request for Qualifications (RFQ) Executive Search Firm proposal for the Town of Mansfield, Connecticut. As the Owner and President of Rutherford Advisors, Inc. DBA The Executive Suite I am duly authorized to present this response and commit my organization to a contract for performance of the proposal requirements.

Kindest regards,

Warren J. Rutherford  
Owner and President  
The Executive Suite

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## 1. Letter of Interest

Rutherford Advisors, Inc., DBA The Executive Suite, is a professional recruitment, placement, human resource, and management consulting and coaching firm located in Hyannis, MA. The firm has performed executive and professional, search services in New England and New York since 1983. Located in Hyannis, MA, the current Owner and President of The Executive Suite, Warren J. Rutherford, purchased the company in April 2009. Warren, a former Town Manager, has focused the company's efforts on executive and professional search. Warren will be the lead consultant for this contract for the duration of the search process.

Examples of municipal executive searches concluded include, for municipal organizations, the following:

- City Manager – Rye, NY
- Town Administrator (4) (assisting Boards of Selectmen while serving as Interim Manager) - in Great Barrington, Longmeadow, Oak Bluffs, and Dennis, MA.
- Water Superintendent – in C.O.M.M. Water District, Centerville, MA
- Wastewater Superintendent – in Nantucket, MA
- Director of Finance– in Nantucket, MA
- Director of Public Works– in Nantucket, MA
- Deputy Director of Public Works (2) – in Nantucket, MA

Examples of private and non-profit executive searches concluded include the following:

- Director of Finance or Chief Accountant – NY, RI, and MA, 5 executive placements
- Executive Director – Hyannis Chamber of Commerce, Pilgrim Monument and Provincetown Monument, JFK Hyannis Museum, Oyster Harbors Marine

Often, prospective clients will want to know how many, and what type of executive searches have been performed. In this instance, naturally, the expectation for this search seeks specific experience for Town Executive search experience. Warren has a 20 + year career in recruiting Town Executives while an Interim Town Manager and consultant, as well as owning, managing, and operating an executive recruitment firm where he has recruited a variety of executives for government, non-profit, and private organizations.

We do not maintain an exclusive search practice in municipal management executive search, by design. The principles and practices employed during a private or a nonprofit executive search employ many of the same, if not more, practices that can be (and are) used during a municipal executive search. These include:

- Facilitated meetings with employees, citizens, Board members, professional advisors (to include bankers, accountants, attorneys, and vendors) that are focused on the development of a company (or community) and a position profile.
- Development of a community and position profile.
- Interviews with key executive staff and governing Board members.
- Assistance to Screening Committee and governing Board members in applicant screening, qualifications, preparation of interview questions, development of a rating process, and scheduling of interviews.
- Assessment of candidates utilizing psychometric instruments.
- Networking to solicit candidates to apply for open positions.

- Conducting criminal, credit, and reference background checks.
- Notification to unsuccessful candidates of their non-selection.
- At times, acting on behalf of the employer, to negotiate terms and conditions of employment within the parameters provided by the client.

Warren has extensive expertise in executive search and has developed a unique search process, **person-future fit**, which has, as its focus, an understanding of each client's growth strategy, how each executive or professional position will help our client to achieve that strategy, what type of executive or professional will best fit our client's culture and ability to work with other executives and professionals, and, how the selected candidate can fulfill their long-term goals for growth and success.

- Our clients want the best person in an executive level position, someone who they are confident will provide management, leadership, and support to them, their team, and their customers.
- That best person wants to make sure our client is the right fit as well.
- It's called **person-future fit**, and it's a process Warren excels at.
- Our proprietary process matches superior candidates to companies and their cultures where they can best contribute to long term growth and success.
- The result? We help our clients achieve that **person-future fit**.

## 2. Current Résumés

### Warren J. Rutherford

Warren is the Owner and President of Rutherford Advisors, Inc. DBA The Executive Suite, a professional recruitment, placement, human resource, and management consulting and coaching firm located in Hyannis, MA. He formed Rutherford Advisors, Inc. in 2004. Warren is expert at understanding, developing, and improving business communications with a strong emphasis on developing alignment between ownership, management, employees, and customers. He is expert at smart planning, hiring, managing, and motivating processes, and is expert at creating “high performance” workforces that are productive and profitable. He is accredited in a variety of assessment and coaching methods, is accredited as an executive coach by the International Coaching Federation, is certified as a 5<sup>th</sup> Level Coach, and uses the 5<sup>th</sup> level methodology in his career counseling, professional placement, and outplacement services. He has performed executive and municipal search services continuously since 1997.

Warren has written and published Energy Supply Choices “A Local Officials’ Guide to Electric Deregulation in Massachusetts,” developed energy option analyses, developed a Request for Proposal for energy and energy services, conducted seminars on electric deregulation, produced a consumer video on electric deregulation.

He is an experienced leadership coach and has developed a dynamic leader as coach training program using his workbook Leadership in the New Economy – Become More Self-Aware, Authentic, and Smart in Leading and Managing Others.

Warren, along with Dr. Michael Flynn, wrote and published Strategic SME Succession Planning: Enhancing Value & Wealth vis-à-vis Organizational Diagnosis, in the Review of Business & Finance Studies.

As a former local official and consultant, Warren has worked in municipal government continuously in Massachusetts, from 1978 to 1997, when he started his private practice, having served as Town Manager in Barnstable, Executive Secretary in Canton, Administrative Assistant in Uxbridge, and Planner/Fiscal Officer/AAO for the MacKinnon Training Center in Southbridge. Warren has taught graduate courses in public administration at Suffolk University and Northeastern University in Financial Administration and Organizational Behavior. He has maintained a municipal and private consulting practice for the past 22 years.

Warren holds a Bachelor of Arts degree in Political Science from the University of Massachusetts - Amherst, and a Master of Public Administration degree, with a concentration in Public Organization and Management, from Northeastern University.

He has served as an Interim Town Manager in four communities: Great Barrington, Longmeadow, Oak Bluffs, and Dennis, MA.

A partial listing of his management consulting, coaching, and advisory practice includes the following:

- Provider of executive and professional search, and transition and succession planning services to small and medium sized businesses, municipal organizations, and non-profit organizations.
- Provider of executive leadership coaching and training programs and consulting services, including business process improvement training to small and medium sized businesses, business owners, executives, and managers, and municipal organizations.

- Provider of municipal and business consulting services to several hundred organizations, including:
  - Recent municipal searches: Director of Municipal Finance, Wastewater Treatment Plan Director, Director of Public Works, Deputy Director of Public Works (2);
  - Executive coaching: Town and Department Managers in Acton and Nantucket, MA;
  - Interim Town Manager in Great Barrington, Longmeadow, Oak Bluffs, and Dennis, MA;
  - Capital Planning & Financial Forecast Projects, Strategic Management Planning Projects;
  - Job Factoring and Classification Projects, Compensation Surveys, Performance-Based Compensation Study and Trainings, Human Resource Collaboration Projects;
  - Fire Department Policies, Procedures, and Training, Police Department Ethics Investigation;
  - Organizational Development, Strategic Planning, Leadership Training, Organizational Planning, Reorganization and Management Projects, Public Works Reorganization Project, Process Audits, Policies and Procedures;
  - Regional Health Services Project, Regional Sharing of Local Services Project, Benchmark Regional Library Services, developed Model for a Regionalism Analysis for the Delivery of Public Services;
- School/Municipal Human Resource, Financial, Information Technology Consolidation Projects;
- Consultant with MA Power Options and MA HEFA to develop deregulated power contract for all health, education, and non-profit institutions in Massachusetts; and
- Consultant with Buxton Company's and MapInfo's customer and predictive analytics programs focused on assisting municipalities to increase sales tax revenues through targeted marketing in a variety of city planning challenges, including retention, recruitment, redevelopment, and revitalization.

#### *Certifications*

- Certified in the use of the DISC Index, the Values Index, and the Attributes Index;
- Certified as an Innermetrix, Inc. 5<sup>th</sup> Level Coach, and uses the 5<sup>th</sup> Level methodology in his executive, leadership, and management coaching, career counseling, and professional placement services;
- Director of Coaching Programs for Innermetrix, Inc.; certifies individuals as 5<sup>th</sup> Level Coaches and Senior Level Coaches;
- Accredited as a CMT Master Coach;
- Member International Coaching Federation;
- Certified One Page Business Plan® Consultant;
- Certified as a process improvement trainer in GOAL/QPC and VATS process systems.

### **3. Description of the Recruitment Process**

#### **Identify and Target Needs in the Search for the New Town Manager and Approach to Ensuring Community Involvement and Input**

The Executive Suite proposes to work with the Mayor, Town Council, and its Personnel Committee to profile the Town's needs into a detailed recruiting strategy to support a national search for your next Town Manager. Steps involved in this valued search process include:

1. Develop a community and position profile to be used to attract qualified applicants and a Town Manager position profile to include desired qualities, strengths, management style, and characteristics required for a successful Town Manager.
  - a. We propose to work with the Mayor, Town Council, and Personnel Committee and Town Staff to develop a community profile for the Town of Mansfield and a position profile for the next Town Manager that will involve interviews with the Town Council and department managers, an open meeting forum with town staff, an open meeting forum with town committees; the convening of an open community forum comprised of interested residents, businesses, and other stakeholders within the Town, and the administration of an online community and Town Manager profile survey.
  - b. The purpose of the interviews, forums, and online community and Town Manager profile survey will result in a profile that describes the strengths, opportunities, aspirations, and challenges that the Town has for the present and future; as well as developing a concise listing of the key attributes for the next Town Manager's management style, decision-making talents, key motivators and values, personality preferences, and management style, as well as a description of minimum and preferred professional experience and educational background for next Town Manager. Further, the profile shall describe the assets of the Town including a description of its Town services, its business climate, historical significance, culture, and its educational institutions.
  - c. We will prepare, with the Personnel Committee, a written report to the Town Council of findings and recommendations from the stakeholder interviews, community forums, and online surveys.
2. Develop a statement of significant challenges the Town Manager will face upon taking office.
  - a. As part of the community and Town Manager profile development process it will be important to understand the challenges which the next Town Manager shall encounter upon entering office, including, but not limited to, developing sound and productive relationships with members of the Town Council, department managers, town staff, town committees, and community leaders and groups, in order to continue to develop, implement, and transform the Town's culture, business processes and citizen experience.
3. We will review the Town Manager's job description, and, after consultation with the Personnel Committee and the Town Council, recommend any revisions, if necessary, to the Town Council.
4. We will prepare a recruitment brochure to be used to attract qualified applicants, said brochure to be approved by Personnel Committee and the Town Council prior to distribution.
  - a. Based upon the development of the community profile, statement of significant challenges, and development of a position profile, a recruitment brochure will be developed, reviewed, and modified, subject to feedback from Personnel Committee

and the Town Council. Upon approval, the brochure will be made available for distribution to interested applicants and utilized as part of the recruitment process.

### **Proposed Candidate Recruitment Strategies**

1. As part of the recruitment process a Town Manager position listing will be developed and submitted for approval to Personnel Committee and the Town Council, we will work with Senior Staff in placing advertisements on the Town's website, and will then place advertisements in local and regional newspapers, the Connecticut Conference of Municipalities website, the International City/County Manager Association website, The Executive Suite website, and other recruitment venues identified and/or suggested by Town officials.
2. Throughout this process we will coordinate all recruitment activities with the Interim Town Manager or other designated support staff, as necessary to support the Mayor, Town Council, and Personnel Committee.
3. We will next perform direct outreach to existing Managers, Administrators, or Assistant Managers and Assistant Administrators as well as using online search services such as Facebook and/or LinkedIn and encourage their application. It is our experience that qualified and interested applicants will apply for the position within the first few weeks, but we often will conduct a successful recruiting effort over a thirty to sixty-day timeframe.
4. We will perform networking outreach to existing Managers, Administrators, or Assistant Managers and Assistant Administrators through a targeted campaign through the personal relationships of the consultant, for those managers matching the preferred Town Manager selection criteria and encourage their application.
5. Integral to our **person-future fit** process we will reach out to candidates who are strong matches to the profiles developed. Our practice deliberately does not maintain a "stable" of candidates as we find it counter-intuitive to our search priority to find strong person-future fits.

### **Proposed Implementation Plan**

Upon receipt of applications, we propose to further implement the recruitment plan as follows:

1. Develop and implement selection criteria and methods for assessing candidates.
  - a. Per the posting advertisements and other-directed outreach recruitment activities, applicants will be requested to provide their résumé and cover letter to the attention of Mr. Rutherford either by email and/or by a dedicated webpage on The Executive Suite website developed specifically for this search.
  - b. A complete list of all applicants will be maintained indicating date of application and summary of qualifications for review by the Mayor, the Town Council, and the Personnel Committee.
    - i. Based on a review of each cover letter and résumé received, a preliminary screening will be conducted to ensure each applicant meets the minimum and preferred professional experience and educational degrees.
    - ii. We will then administer to each applicant who meets the minimum and preferred profile a more in-depth screening by requesting completion of a **written person-future fit assessment** that will request:

1. each applicant's description of her/his strengths, opportunities, and aspirations as a Town Manager,
  2. her/his response to a series of challenge statements or scenarios that can address how s/he will address several of the Town's significant challenges, and
  3. her/his response to a series of questions that will address her/his decision-making attributes, motivators and values, and behavioral competencies.
  4. These questions will be tailored and fine-tuned based on the person-fit profile that is developed for the Town Manager and based on the Town's value and competency base emphases.
- iii. As part of the more in-depth assessment these candidates will be requested to complete a Self-Rating Questionnaire that asks them to rate themselves on a scale of one (1) to ten (10) points related to the Town Manager's position responsibilities and qualifications.
1. After the candidate rates themselves against each job requirement they will be requested to provide a concise explanation for each of their ratings.
  2. Next, they will be requested to include at least one name, title, and contact information per questionnaire number, of which that reference(s) can provide support to her/his rating.
  3. When they supply a reference phone/email contact information they will be advised that they should contact the person first, as references will be contacted.
- iv. We will administer to each applicant who meets the minimum and preferred candidate profile requirements, an ADVanced Insights Assessment which measures how the candidate thinks and makes decisions, their motivational style and drivers, and their preferred behavioral style. This psychometric assessment will be developed and be based on the Town Manager's position responsibilities to ensure an accurate match to the major responsibility categories for the position.
- v. The results of the in-depth person-future fit assessment, the self-rating questionnaire, and the ADVanced Insights Assessment will be utilized to compile a rank-ordered short-list of top candidates to be presented to the Personnel Committee for review.
- vi. We will work with the Personnel Committee to select candidates for their interviews, and then will assist Personnel Committee in narrowing the pool of applicants for the Town Manager position to three (3) to five (5) prospective candidates for presentation and interview to the Town Council.
- vii. Value and competency-based questions can be prepared and administered to each applicant meeting the minimum and preferred profile by the Personnel Committee and the Town Council. We use over fifty (50) competency-based questions in our in-depth interview process. These include the major categories for managers in the following major categories:
1. Intellectual Competencies, Personal Competencies, Interpersonal Competencies, Management Competencies, Leadership Competencies, and Motivational Competencies.

2. We will be able to fine-tune and select a manageable number of written interview questions for candidates to respond to, in detail, to further evaluate their values and competencies for the position.
  3. Based on the position profile for the Town Manager that includes a listing of key responsibilities and functions, key attributes, decision-making talents, key motivators and values, and personality preferences, as well as discussions with the Personnel Committee and the Town Council, we will prepare and present to Personnel Committee and the Town Council a suggested list of questions to ask each candidate selected for interview.
2. Warren will coordinate, in conjunction with the Town Council, multiple rounds of interviews with candidates, and, as noted below, prepare evaluation criteria and further coordinate interview panels and attend face-to-face finalist interviews with the Town Council and others as necessary and appropriate.
3. Additionally, and based on several of the challenges facing the Town and the Town Manager for which the newly appointed Town Manager will be responsible for developing an action plan, we will recommend two (2) to three (3) challenge questions that each finalist should be asked to respond to at the interview. As appropriate, these questions can also be utilized to illustrate a candidate's written communication abilities. This will have the benefit of enabling the Personnel Committee and the Town Council to evaluate each of the candidate's critical thinking and problem-solving skills.
4. An evaluation ranking worksheet will be prepared for use by the Personnel Committee and the Town Council to assist them in their ranking and evaluation of each candidate and shall be based on the Town Manager key responsibilities and functions, key attributes, decision-making talents, key motivators and values, personality preferences, and responses to the challenge questions as displayed through the interview process.
5. We will prepare a written report to the Town Council that includes a summary description of the recruitment process and assist the Town Council with additional information as requested.
6. We will provide the necessary technical assistance to the Town Council relative to the process to assess finalists chosen by the Personnel Committee, and as noted previously, assist the Town Council in developing interview questions, and in providing guidance in the selection of a new Town Manager.
7. We will maintain regular communication with candidates throughout the search process, including the provision of documents approved by the Personnel Committee and the Town Council, to all who have applied but were not selected for initial interviews and, for those interviewed but not offered the position and will thank them for their interests in serving as the Town Manager in the Town of Mansfield, Connecticut.
8. Throughout the search process we will assist the Personnel Committee and the Town Council in areas of human resources best practices and legal requirements as these relate to the recruitment and hiring process.

9. Comprehensive Background Information: Warren uses a comprehensive reference interview process to conduct professional references involving personal calls between The Executive Suite consultant and each of the supplied professional references. These reference interviews will include, as applicable, at least three supervisors or council members; at least three colleagues; and at least three subordinates from previous communities.
  - a. In-depth, personal reference checks will be conducted by Warren using questions designed to enable references to comment on:
    - i. A candidate's strengths, assets, things that they like and respect about the candidate,
    - ii. A candidate's shortcomings, weaker points, and areas for improvement,
    - iii. A candidate's overall performance rating in the position,
    - iv. Whether or not the reference would consider rehiring the candidate,
    - v. Confirmation of a candidate's start and end date of employment,
    - vi. A candidate's reason for leaving,
    - vii. A candidate's good fit and bad fit indicators for the Library Director position,
    - viii. The reference's rating for the candidate's:
      1. Thinking skills,
      2. Communication skills,
      3. Experience,
      4. Resourcefulness and initiative,
      5. Stress management,
      6. Work habits,
      7. People skills,
      8. Motivations,
      9. Managerial and leadership abilities, and
    - ix. Their best advice for how we could best manage and work with the candidate.
  - b. We use a subscription service to conduct criminal, motor vehicle, credit, education verification, and previous employment verification. The subscription service conducts timely verification research. Social media accounts for each recommended candidate are researched as part of this process, including LinkedIn, Facebook, and Twitter accounts.
  - c. A detailed report will be prepared for each finalist based on the results of each background investigation and reference checks.
  
10. Warren will assist the Town Council in development of terms and conditions of employment, compensation, preparation of a conditional offer of employment, and creating a draft employment agreement; liaising as necessary between the selected candidate and the Town, and ensuring the Town can develop an agreeable employment agreement. We anticipate that the Town already utilizes a standard contract and benefits form.

## 4. Proposed Cost

### 1. *Fee for Service:*

Category	Proposed Cost
Recruitment Strategy, Stakeholder Engagement, Develop Candidate Profile	\$ 5,600
Candidate Search, Review, Evaluation, and Recommendations	\$ 9,600
Candidate Interviews, Background Investigations, Contract Negotiations	\$ 6,400
Total	\$ 21,600

### 2. *Additional Costs:* Estimated additional costs billed direct to the Town or reimbursed to The Executive Suite include the following:

- a. Advertising: approximately \$ 1,000
- b. Background Checks: approximately \$ 200 per finalist
- c. Travel, room, and board for finalist interviews borne direct by the Town

### 3. *Guarantee:* We will guarantee to your satisfaction with anyone hired through us for twelve (12) months after hire: should the employee hired through our services depart within twelve (12) months, or if you are simply unhappy with his or her performance and wish to replace the person, we will re-execute the search for no fee, only actual expenses, provided the fee is paid on or before the start date of the person hired. While we will re-do a search if/when necessary, no cash refunds will be issued.

## Estimated Timeline

Town of Mansfield Town Manager Search Timelines	Week 1	Week 2	Week 3	Week 5	Week 9	Week 11	Week 12	Week 13	Week 15	Week ...
Contract Award	1/30									
Conduct Community Visits for Development of Town and Position Profile Brochure		2/3								
Draft Brochure & Return for Comments		2/10								
Revise Brochure			2/17							
Place Advertisements			2/17							
Receive and review applications			2/17		3/27					
Administer Assessments					3/27	4/6				
Provide Personnel Committee list of candidates						4/6				
Personnel Committee candidate reviews						4/6				
Recommend Town Council candidates							4/13			
Town Council Interviews								4/20		
Conduct background and reference checks on finalists							4/13			
Selection of candidate								4/20		
Contract negotiation assistance									4/27	
New Town Manager Start Date										6/1/20

## 5. Statement of Qualifications

### Firm Name, Address, Phone Number

Rutherford Advisors, Inc. DBA The Executive Suite  
100 Independence Drive, Suite 7-116  
Hyannis, MA 02601-1898  
508-778-7700 o  
508-367-4825 m

### Contact Person

Mr. Warren J. Rutherford, President and Owner.

### Type of Organization

Rutherford Advisors, Inc. is a corporation organized in the Commonwealth of Massachusetts. Tax ID is 13-4284162.

### Projects Providing Similar Experience during the Last Five (5) Years.

Below are listed relevant executive searches conducted that are relevant to this project.

1. Town of Nantucket, MA C. Elizabeth Gibson, Town Manager (508) 228-7255, [LGibson@nantucket-ma.gov](mailto:LGibson@nantucket-ma.gov) or Amanda Perry, Human Resources Director (508) 228-7200 ext.7308, [aperry@nantucket-ma.gov](mailto:aperry@nantucket-ma.gov).
  - a. Director of Finance recruitment 2014
    - i. Met with Town Manager
    - ii. Developed Town and Position Profile
    - iii. Conducted recruitment, conducted preliminary phone or Skype-based interviews, recommended finalists to Town Manager, developed interview questions with multiple-person interview committee, administered a psychometric assessment that measured a candidate's decision-making, motivators, and behavioral preferences, attended and participated in finalist interview, assisted Town Manager in negotiating employment agreement with Brian Turbitt, Director of Finance. Mr. Turbitt still employed by Town.
  - b. Director of Wastewater Projects and Operations 2016
    - i. Met with Town Manager
    - ii. Developed Town and Position Profile
    - iii. Conducted recruitment, conducted preliminary phone or Skype-based interviews, administered a psychometric assessment that measured a candidate's decision-making, motivators, and behavioral preferences, recommended finalists to Town Manager, developed interview questions with multiple-person interview committee, attended and participated in finalist interview, assisted Town Manager in negotiating employment agreement with David Gray, Director of Wastewater Projects and Operations. Mr. Gray still employed by the Town.
  - c. Director of Public Works 2016 – 2017
    - i. Met with Town Manager
    - ii. Developed Town and Position Profile
    - iii. Conducted recruitment, conducted preliminary phone or Skype-based interviews, administered a psychometric assessment that measured a candidate's decision-making, motivators, and behavioral preferences, recommended finalists to Town Manager, developed interview questions with multiple-person interview committee, attended and participated in finalist interview, assisted Town Manager in negotiating employment

- agreement with Rob McNeil, Director of Public Works. Mr. McNeil still employed by the Town
- d. Deputy Director of Public Works 2018 (2)
    - i. Met with Director of Public Works and Director of Human Resources
    - ii. Developed Town and Position Profile
    - iii. Conducted recruitment, conducted preliminary phone or Skype-based interviews, administered a psychometric assessment that measured a candidate's decision-making, motivators, and behavioral preferences, recommended finalists to Director of Public Works and Director of Human Resources, developed interview questions with Director of Public Works and Director of Human Resources, attended and participated in finalist interviews, assisted Director of Human Resources in negotiating employment agreement with Stephen Arceneaux, as Deputy Director of Public Works - Operations and Charles Rogers as Deputy Director of Public Works - Facilities. Mr. Arceneaux started 6/1/18, still employed by the Town. Mr. Rogers starts work 12/1/18.
2. Oyster Harbors Marine Ron Silvia, Chair (508) 420-0226 [rsilvia@silviaandsilvia.com](mailto:rsilvia@silviaandsilvia.com).
    - a. Business Manager 2013
      - i. Met with Mr. Silvia, Chair of Board and other Board of Director Members
      - ii. Developed Company and Position Profile
      - iii. Conducted recruitment, conducted preliminary in-person interviews, recommended finalists to the Board of Directors, developed interview questions for Board of Directors, attended and participated in finalist interview, assisted chair of the Board in negotiating employment agreement with John Donnelly, Business Manager. Mr. Donnelly still employed by the Marina.
  3. Greater Hyannis Chamber of Commerce Sharon Hawkins, Former Chair 508-364-1201 [hawkins.sharonk@gmail.com](mailto:hawkins.sharonk@gmail.com).
    - a. President and Chief Executive Officer 2011
      - i. Met with Ms. Hawkins, Chair of Board and other Board of Director Members
      - ii. Developed Chamber and Position Profile
      - iii. Conducted recruitment, conducted preliminary in-person interviews, recommended finalists to the Board of Directors Screening Committee, developed interview questions for Screening Committee, attended and participated in finalist interviews, assisted chair of the Board in negotiating employment agreement with Jessica Sylver. Ms. Sylver left Chamber employment voluntarily in 11/17.
  4. Coastal Engineering Company, Inc. John Bologna, PE 508-255-6511 ext. 215 [jbologna@coastalengineeringcompany.com](mailto:jbologna@coastalengineeringcompany.com).
    - a. Structural and Marine Engineer 2017
      - i. Met with Mr. Bologna, PE. and Ms. Suzanne Sullivan, President and Finance/HR Director respectively
      - ii. Developed recruitment process for this senior staffing position
      - iii. Conducted recruitment, conducted preliminary phone or Skype-based interviews, recommended finalists to the President and Finance/HR Director, assisted in negotiating employment agreement with Peter Carroll, Structural/Marine Engineer. Mr. Carroll is still employed by Coastal.

## **6. Promotional/Marketing Materials Used in Similar Searches**

Please find attached promotional and marketing materials utilized in the search for the Town of Nantucket, MA Director of Public Works. This includes an advertisement and Town/Position Profile Statement.

### **Director of Public Works**

The Town of Nantucket, Massachusetts has an immediate opening for the position of Director of Public Works. Salary is commensurate with experience, residency required. The Town of Nantucket is an island of pristine beauty 14 miles long and 3.5 miles wide, 30 miles out to sea, off the south coast of Cape Cod. The position is responsible for the administrative and technical management of a major department of the Town including the functions of engineering, highway, forestry, mosquito control, and cemeteries; administers the solid waste enterprise fund, and the planning, design, construction, and maintenance of the Town's public infrastructure in accordance with local Bylaws and MA General Laws. As a senior level department manager, the Director reports directly to the Town Manager and plans, organizes, supervises, and directs the activities of the functions within the department.

The successful candidate must have a Bachelor's Degree with specialization in civil engineering, business, public administration or a related field; more than ten (10) years of responsible experience with a minimum of three to five (3-5) years in a supervisory capacity preferably in a full-service, municipal public works department; or any equivalent combination of education, training and experience which provides the required knowledge, skills and abilities to perform the essential functions of the job, and a valid Class D Motor Vehicle Operator's License.

Visit [www.theexecutivesuite.com/director-of-public-works-nantucket](http://www.theexecutivesuite.com/director-of-public-works-nantucket) to apply. Contact Warren J. Rutherford, The Executive Suite, 508-778-7700 or [wjr@theexecutivesuite.com](mailto:wjr@theexecutivesuite.com) with questions. EOE.



## **The Town of Nantucket, Massachusetts Director of Public Works Profile**

### **About the Town**

An island of pristine beauty 14 miles long and 3.5 miles wide, Nantucket is a haven, 30 miles out to sea, off the south coast of Cape Cod with over 40% conservation land with plentiful beaches accessible to the public for all to respect and enjoy.

The name Nantucket is derived from an Indian word meaning “faraway land” or “land far out to sea.” Nantucket is an island, a county and a town – the only place in America with the same name for all three. It has no traffic lights; neon signs or fast food restaurant chains. Because of the grey-shingled buildings and frequent fog, Nantucket is affectionately referred to as the “Little Grey Lady of the Sea.”

The entire island is a historic district designated as a National Historic Landmark, with more than 800 houses still standing that were built before the Civil War. Nantucket also has more properties listed in the National Register of Historic Places - qualifying as totally preserved buildings - than anywhere in Massachusetts including Boston, Plymouth and Salem.

Nantucket was populated by approximately 1,500 Native Americans of the Wampanoag Tribe when it was discovered by Captain Bartholomew Gosnold in 1602. The English settlement of Nantucket began in 1659. Nantucket was considered the Whaling Capital of the World from 1800 – 1840. Herman Melville based Moby Dick on the ramming of the Nantucket ship Essex by an angry whale in 1820.

With the decline of the whaling industry in the 1880s, Nantucket became a Mecca for the tourism industry and is still drawing people to its natural and everlasting beauty along with its first-rate attractions, accommodations and restaurants. The Fourth of July holiday with its celebration of town sponsored family events feted up and down the beautifully cobblestoned Main Street, culminates with a spectacular Fireworks Show on Jetties Beach in the evening. In the off-season, the Island although quieter, is still well-known for its excellent restaurants, charming lodging establishments and historical locations available to the public.

Nantucket is usually 10% cooler than the mainland in the summer and 10% warmer in the winter because of its proximity to the Gulf Stream. The island also gets much less snow than the mainland, usually 8 – 18 inches per year. Nantucket Memorial Airport is the second-busiest commercial airport in Massachusetts. Logan International Airport in Boston is first.

Nantucket is easily reachable year-round by ferry boat or plane service. During the busy summer season, the Town encourages visitors to limit bringing their cars over by providing a seasonal shuttle system giving the community an essential transportation option around the Island. There are miles of town-maintained bike paths, town owned beaches and beautiful harbors for moorings all

enhancing the experience on the Island. From the beautiful sunsets of Madaket to the charming small village of Siasconset, the public can view the beautiful landscapes, historic homes or widespread beaches until reaching their special and personal Nantucket destination.

A highly desirable island community, Nantucket's year-round population is 12,000 and has an estimated seasonal population greater than 50,000. Its large tax base of \$ 18 billion is largely residential (89%) and its per capita EQV is \$ 1,773,596.

### **Profile of the Director of Public Works**

The Town of Nantucket, Massachusetts has an immediate opening for the position of Director of Public Works. The position is responsible for the administrative and technical management of a major department of the Town including the functions of engineering, highway, forestry, mosquito control, and cemeteries; administers the solid waste enterprise fund, and the planning, design, construction, and maintenance of the Town's public infrastructure in accordance with local Bylaws and MA General Laws.

Salary is commensurate with experience. Due to the unique geographic location of the Island, residency is required.

### **Responsibilities include:**

- Develop and implement plans for the construction, reconstruction, maintenance, cleaning, and repair of the Town's infrastructure relating to roadway, sidewalk and traffic systems. This includes pavement management programs, snow and ice control programs, management of public shade and ornamental trees and the Department's response to natural or man-made emergencies.
- Develop, present and administer the Department's annual operating and capital budgets; and develop and monitor the procedures and administrative systems required to ensure the effective budgetary and operational management of department sponsored programs.
- Plan and allocate financial resources and the recruitment of personnel required to execute the various seasonal work plans by program.
- Plan the procurement and disbursement of materials and supplies necessary to the operation of the Department and review the maintenance of records pursuant to their use and application.
- Coordinate maintenance and construction activities with other Town departments, contractors, consultants, state and federal agencies and the public.
- Optimize the use of resources to maintain the Town's Public Rights of Way (ROW) in a state of good repair and open to the public for the safe passage of vehicular and pedestrian traffic.
- Develop plans for the rehabilitation of sidewalks and roadways for the future application of Federal, State and Town funds.
- Develop and periodically revise the Department's planned operational response to emergency storm events such as snow and ice storms, hurricanes, and flooding and to plan for the effective application of staff and equipment resources during both emergency and routine operations.
- Develop and maintain a comprehensive Incident Command Structure, maintains an adequate stockpile of materials and contract services, coordinate activities with other Town agencies, and provides adequate outlets for the dissemination of critical Public information. Supervises the Department's response to other weather-related emergencies such as floods, hurricanes, tornadoes, and general windstorms.
- Monitor the operation of the Department including the planning, coordinating, directing, inspecting, reviewing, and reporting on the work of subordinates and contractors engaged in the performance of Department functions.

- Complete performance evaluations of employees in a critical comprehensive format that encourages their personal initiative, develops their critical job skills, and progressively identifies shortcomings in performance.
- Ensure the department has programs developed for customer service protocols and procedures, and for the training of equipment operators in the safe and effective operation of all motor equipment, and associated attachments. Develop programs of safety training through the Town's insurer for safe vehicle operation and compliance with OSHA.
- Prepare reports as required by the Town Manager, the Board of Town Council and the Finance Director to explain operational initiatives and to account for program expenditures. Prepares documents and maintains statutory records pursuant to the execution of State Aid project funding (MGL Chapter 90 & others), confers with Massachusetts Highway officials, and files reports as required to ensure for the reimbursement of State Aid funds.
- Oversee the Department's Fleet Management Program as well as the acquisition of capital outlay equipment.
- Oversee the collection and disposal of residential Solid Waste and recycling at the Town's transfer station in accordance with established Town of Nantucket and Massachusetts DEP regulations.

**Desired attributes for candidates to this position include:**

- Comprehensive technical and practical knowledge of the materials, methods and techniques relative to a municipal Public Works Department.
- Thorough knowledge of public works financing and administration; of the materials methods and techniques relative to street/road, building construction and maintenance; of Massachusetts and Federal General Laws and regulations regarding environmental issues, solid waste, land use and procurement requirements.
- Knowledge of snow and ice removal, fleet maintenance, management and control techniques and practices; an understanding of specialized computer or technological applications such as office software, web site, GIS, SCADA and the Internet in support of department operations.
- Superior ability to manage rejection and stress in a positive way. Computer proficiency necessary. Good organizational, writing and verbal communication and interpersonal skills.
- Ability to plan, assign and supervise the work of groups of employees engaged in a variety of public works construction and maintenance operations.
- Ability to prepare and administer budgets and to prepare financial reports; ability to delegate responsibility and work well with subordinates; the ability to understand the relationship between human, financial, and equipment resources to achieve the correct balance so that the day-to-day work may proceed in an efficient and effective manner.
- Effective management and leadership skills; skill in developing department operational and administrative policies and procedures to accomplish goals and objectives of the Town and the Department; imagination, innovation and judgment relating to the development and implementation of short and long-term planning and achievement of Town and department goals and objectives

The successful candidate must have a Bachelor's Degree with specialization in civil engineering, business, public administration or a related field; more than ten (10) years of responsible experience with a minimum of three to five (3-5) years in a supervisory capacity preferably in a full-service, municipal public works department; or any equivalent combination of education, training and experience which provides the required knowledge, skills and abilities to perform the essential functions of the job, and a valid Class D Motor Vehicle Operator's License.

**Challenges for the Department and Director**

The Director of Public Works will have oversight responsibilities relative to all department operating and capital projects.

The Department operating budget for FY 2017 is \$4,542,119, and includes allocations for public works, public buildings, snow & ice, gas, vehicle maintenance, and mosquito control. The direct public works budget for FY 2017 is \$2,912,356. The Solid Waste Enterprise Fund budget for FY 2017 is \$9,839,533. The Capital Improvement Budget for the Department over 10 years (2015 - 2024) is \$ 15,427,000, of which \$ 10,460,000 is estimated for a new Public Works Garage. Regarding the Garage, a feasibility study has recently been performed.

The Town has established and funded major wastewater treatment extensions and improvements. As part of this effort, the new Director will be responsible in working extensively with the WWTP Director to mitigate stormwater infiltration and inflow issues throughout the Town. The Solid Waste Enterprise operation will require regular oversight of contracted operations.



# The Executive Suite



**This is not the time to realize a candidate is totally wrong for your business.**

Executive and Professional Search  
Management and Human Resources Consulting  
Management Coaching and Mentoring  
Business Planning and Transition Planning

*Connecting People for Productivity and Profit*

Can your business afford the difference between "Welcome aboard" and "Sorry, it just didn't work out"?



## EXECUTIVE AND PROFESSIONAL SEARCH

- Servicing:
  - ⇒ Government
  - ⇒ Business
  - ⇒ Not for Profit
- Your C-Level Person-Future Fit Recruiter
- Committed To Finding The Best Executive And Professional Talent For Your Organization



It's one thing to look **FOR** the perfect candidate for your business.

It's another thing to look **INTO** the perfect candidate for your business.



Connecting People for Productivity and Profit

As your business partner we want to understand:

- ◆ Your growth strategy,
- ◆ How each executive or professional position will help you to achieve that strategy,
- ◆ What type of executive or professional will best fit your organization's culture & work with other executives and professionals, and,
- ◆ How they can fulfill their long-term goals for growth and success.

That's a lot. But we work hard to deliver on those promises. Here are several of the tools we use in the search process:

- ◆ ADVanced Insights Assessment—Measures how each candidate thinks and make decisions, their motivational style and drivers, and their preferred behavioral style.
- ◆ Understanding your MV<sup>2</sup>P—Your mission, vision, values, and purpose
- ◆ Established Network of Candidates—Matching superior candidates to your organization and culture.

The principles and practices employed during an executive search employ many of the same, if not more, practices that can be (and are) used during a municipal executive search. These include:

- ◆ Facilitated meetings with employees, citizens, Board members, professional advisors (to include bankers, accountants, attorneys, and vendors) that are focused on the development of an organization (or community) and a position profile.
- ◆ Development of a community and position profile.
- ◆ Interviews with key executive staff and governing Board members.
- ◆ Assistance to Screening Committee and governing Board members in applicant screening, qualifications, preparation of interview questions, development of a rating process, and scheduling of interviews.
- ◆ Networking to solicit candidates to apply for open positions.
- ◆ Conducting criminal, credit, and reference background checks.
- ◆ Notification to unsuccessful candidates of their non-selection.
- ◆ At times, acting on behalf of the employer, to negotiate terms and conditions of employment within the parameters provided by the client.



The perfect candidate for one job may not thrive in the wrong environment.



### Sample of Clients Serviced and Positions Filled

- Our clients want the best person in an executive level position, someone who they are confident will provide management, leadership, and support to them, their team, and their customers.
- That best person wants to make sure our client is the right fit as well.
- It's called **person-future fit**, and it's a process The Executive Suite excels at.
- Our proprietary process matches superior candidates to organizations and their cultures where they can best contribute to long term growth and success.
- The result? We help our clients achieve that **person-future fit**.

City of Rye, New York	City Manager
Centerville Osterville Water District	Water Superintendent
Town of Nantucket	Director of Municipal Finance
	Director of Public Works
	Wastewater Treatment Plant Director
	Town Treasurer
	Deputy Director of Public Works – Operations
	Deputy Director of Public Works – Facilities
JFK Hyannis Museum	Executive Director
Oyster Harbors Marine	General Manager
Pilgrim Monument and Provincetown Museum	Executive Director
Hyannis Chamber of Commerce	Executive Director
Duffy Health Center	Human Resources Director
Brown, Lindquist, Fenuccio, and Raber	Finance Manager
Eastward Companies	Comptroller
State Legislative Leaders Foundation	Accountant and Business Manager

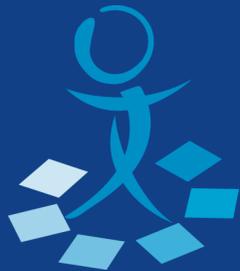


# Management and Human Resources Consulting



Client services provided include:

- ◆ Organizational Studies
- ◆ Strategic Plans
- ◆ Classification and Compensation Studies
- ◆ Pay-for-Performance System Design
- ◆ Employee Handbooks
- ◆ Continuous Quality Improvement
- ◆ Capital Improvement Budgets
- ◆ Performance-based Budgets



## Sample of Government Clients and Services Provided

Classification & Compensation Plans	Lake Elsinore, CA Northborough, MA Bourne, MA Dartmouth, MA Longmeadow, MA Coventry, RI Watertown, SD Old Town, ME Portsmouth, NH
Organizational Studies	Lake Elsinore, CA Tewksbury, MA Franklin Council of Governments Lebanon, NH MA Board of Library Commission Waltham, MA Nantucket, MA Kingston, MA
Employee Handbooks	Cotuit Water District Hamilton, MA Canton, MA Watertown, SD
Capital Improvement Budgets	Provincetown, MA Oak Bluffs, MA

State Legislative Leaders Foundation

Accountant and Business Manager

## Management Coaching And Mentoring

This management coaching programs combine a common sense approach to management and leadership with smart leadership tools and proven leader as coach principles.

As a Master Coach let Warren help you to learn:

- ◆ What drives you, how you think & behave and how to leverage that to become an effective leader.
- ◆ Proven coaching principles and smart leadership tools focused on successful leadership & management coaching techniques to lead, coach, and manage your employees.
- ◆ About effective work teams, managing, planning, hiring, communicating, coaching, counseling, motivation, managing change, productive work environments, performance appraisal, continuous quality improvement, and project management.



Our management coaching program helps executives and managers to achieve significant success through an increase in their personal and professional performance.

As your coach we help clients learn how to use higher levels of self-awareness and authenticity to be more productive. We help clients to identify their capability and ability to achieve that higher level of performance – helping them to focus on what they're great at.

Our coaching programs challenge clients to break with conventional thinking on the role they take in their management journey and inspires them to carve out their own path to higher success – one guided by their true genius.

How do we know the program works? It's based on over 40+ years with practical and successful leadership and management experience, proven coaching principles and practices, and supplemented with knowledge-based research that identifies the key drivers to increased performance. Common sense does apply – and it does work.

**Let us help you to find your true genius.**



# The Executive Suite

*Connecting People for Productivity and Profit*

# Business Planning And Transition Planning

Business plans are developed to focus a business' strategies for success.

- ◆ How is your organization preparing itself for this year?
  - ◆ How successful has your organization been in cascading goals, strategies, and vision – from the top to the bottom of your organization?
  - ◆ How many of your employees understand your organization – and why is this important?
  - ◆ Depending on the answers to these questions, we may be able to help, so take a moment to reflect on the One Page Business Plan.
1. What are you building?
  2. What purpose does your organization serve?
  3. What will make your organization successful over time?
  4. What is the work that needs to be done?
  5. How will you measure success?



**Fail to plan  
plan to fail**

## Deciding What To Do With Your Organization Then Creating And Implementing Your Successful Transi- tion Strategy

Government leaders know that a government transition involves change in leadership, career transition amongst their workforce, and adapting to program and service changes. How government executives determine the best option for their organization requires sound transition planning.

You can't guarantee that you'll create the best plan – but if you create a clear vision of what you want in a transition, it's more likely you will develop a process that will be successful and that involves all stakeholders—elected officials, department heads, employees, and community members.

Our transition planning process will show you how to guide your organization through a successful transition. The goals of the program will help you –

- ◆ Understand why a successful Transition Process takes time, and why it requires several different types of planning;
- ◆ Understand why and how you need input and support from various types of professional Advisors to plan for and achieve a successful Transition, and help you understand the best way to work with your Advisors—as a collaborative Transition Advisory Team; and
- ◆ Appreciate and understand the complexity of a successful Transition Process.



# The Executive Suite

*Connecting People for Productivity and Profit*

Rutherford Advisors, Inc., DBA The Executive Suite, is a professional recruitment, placement, human resource, and management consulting and coaching firm located in Hyannis, MA. The firm has performed temporary placements, executive and professional, search services in New England and New York since 1983. Located in Hyannis, MA, the current Owner and President of The Executive Suite, Warren Rutherford, purchased the company in April 2009. Warren, as a former Town Manager, has focused the company's efforts on executive and professional search. Warren is the lead consultant for every consulting and search engagement.

Warren has extensive expertise in executive search and has developed a unique search process, person-future fit, which has, as its focus, an understanding of each client's growth strategy, how each executive or professional position will help our client to achieve that strategy, what type of executive or professional will best fit our client's culture and ability to work with other executives and professionals, and, how the selected candidate can fulfill their long-term goals for growth and success.

Warren's 40+ years experience in local government and government consulting uniquely qualifies The Executive Suite for your specific needs.



As a former local official and consultant, Warren worked in municipal government from 1978 to 1997, when he started his private practice, having served as Town Manager in Barnstable, MA, Town Executive in Canton, MA, Administrator in Uxbridge, MA, and Planner/Fiscal Officer/AAO for the MacKinnon Training Center in Southbridge, MA. Warren has taught graduate courses in public administration at Suffolk University and Northeastern University in Financial Administration and Organizational Behavior. He has maintained a municipal and private consulting practice since 1997.

Warren holds a B.A. degree in Political Science from UMASS - Amherst, and an M.P.A. degree, with a concentration in Public Organization and Management, from Northeastern University.



## THE EXECUTIVE SUITE

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**Town of Mansfield  
Personnel Committee Agenda Item Summary**

**To:** Personnel Committee  
**From:** John C. Carrington, Interim Town Manager  
**Cc:** Robert McCue, Acting Assistant Town Manager  
**Date:** January 27, 2020  
**Re:** Audio Recording of Meetings

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**Subject Matter/Background**

Former Councilor Betty Wassmundt requested during public comment, in the last two meetings, to have the Personnel Committee meetings audio recorded. The Town Council Meetings are video recorded and the Finance Committee is audio recorded. Recordings would be posted to the Town website.

**Legal Review**

None.

**Financial Impact**

None.

**Recommendation**

Staff has no problem supporting the audio recording and subsequently posting the recordings to the Town website. If the committee concurs, the following motion is in order:

*Move, effective with the February 24, 2020 meeting, to record the audio of the Personnel Committee meetings and to post the recordings on the Town website.*

**Attachment**

None.