

**Board of Finance Special Meeting
March 14, 2023 5 P.M.**

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/83061968911?pwd=VmxCNHlIMmY2WkUzdzVhcWR1LzJLdz09>

Join by Phone: 646 558 8656

Webinar ID: 830 6196 8911

1. Discussion/Decision regarding a supplemental appropriation request in the amount of \$20,000 to engage the services of Randi Frank Consultants for the purpose of recruiting the Town Administrator position. Samantha Nestor, First Selectman
2. Discussion/Decision regarding a supplemental appropriation request in the amount of \$7,341 to provide facilities projects supervision and other special projects oversight in the absence of the Town Administrator position. Jonathan Luiz, Town Administrator; Samantha Nestor, First Selectman.
3. Discussion/Decision concerning the Board of Selectmen's proposed operating, capital and debt service budgets for FY 2023-24.
4. Adjournment

Item 1

SUPPLEMENTAL APPROPRIATIONS 2022-23

<u>Date</u>	<u>Purpose</u>	<u>Selectmen</u>	<u>Bd. of Fin.</u>	<u>Sp. T. M.</u>	<u>Total</u>	<u>From</u>	<u>To</u>
4-Aug	Library Director Search	\$5,000	\$0	\$0	\$5,000	UGF	0110110-51301
13-Oct	Police Locker Room, Bathroom	\$0	\$50,000	\$0	\$50,000	UGF	Capital Budget
5-Jan	Assessor overtime	\$0	\$3,000	\$0	\$3,000	UGF	0110143-50102
12/15, 2/9	Assessor part-time to full time	\$7,681	\$8,185	\$0	\$8,185	UGF	0110143-50101
16-Feb	Assessor part-time to full time	\$504	\$0	\$0	\$0	UGF	0110143-50101
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		\$13,185	\$61,185	\$0	\$66,185		
For fiscal year 2022-23, the amount not to exceed is \$1,512,025 (2% of \$75,601,259)							
Prior Year Total Supplementals:			2021-22		\$1,340,494		
			2020-21		\$388,703		
			2019-20		\$665,376		
			2018-19		\$1,136,229		
			2017-18		\$1,184,182		
			2016-17		\$103,025		

SEARCH CONSULTANT APPROPRIATION

ADDITIONAL & SUPPLEMENTAL APPROPRIATION APPLICATION

ABSTRACT This request is to engage the services of Randi Frank Consultants for the purpose of conducting a search for a Town Administrator. This request covers all aspects of the search process including placement, negotiations and guarantee.

AMOUNT **\$20,000**

FYTD PRIOR SUPPLEMENTAL **\$66,185**

BACKGROUND The current Town Administrator has accepted alternate employment effective 4/1/23. The BOS formed a 'personnel search committee' responsible for recommendations related to the process of securing a qualified replacement and oversight of the project.
PROJECT PROCESS:
1. An invitation to submit a proposal was issued to four vendors who specialize in this space; Randi Frank Consultants, GovHR, SGR and Don Jutton Associates. The latter declined to submit a proposal.
2. The remaining three vendors were invited to an interview where a pre-determined series of questions were asked. A side-by-side comparison of the vendors was performed.
3. The BOS met on March 7, 2023 and unanimously selected Randi Frank Consultants based on the footprint in this market, depth of experience, current parallel searches, excellent references in this space and competitive bid. Weston has had good prior experience with Randi Frank and are confident in her capabilities.
SEARCH PROCESS:
* Please see accompanying presentation.

BOS/BOE ACTION BOS approved the appropriation of \$20,000 on March 7, 2023 to hire Randi Frank Consultants.

PROCUREMENT COMPLIANCE With the approval of the FS and TA, an invitation to submit proposals was sent to the 4 top vendors in this space. Three BIDS were thoroughly evaluated before a selection was made.

SIGNATURE *Samantha Nestor*

DATE *3/14/23*



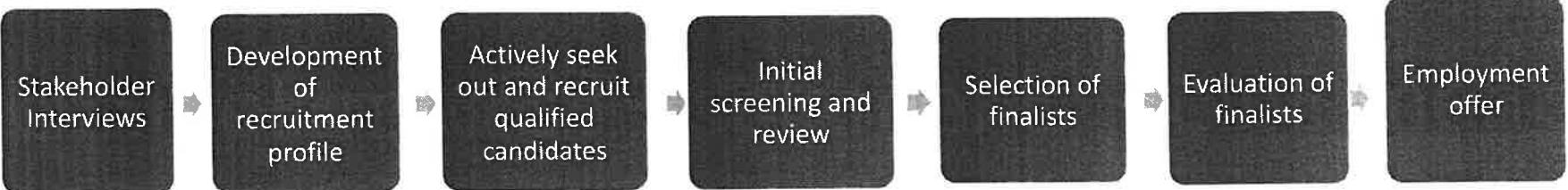
Board of Selectmen's Supplemental Request for Search Consultant

Approved by the Board of Selectmen on 3/7/23

Town Administrator Search Project Timeline*



Milestones



Selected Deliverables

<p>Solicit input from key stakeholders: BOS, BOF, TA, VFD, Library Board, staff, Police Chief</p>	<p>Integrate key stakeholder input to develop recruitment profile</p>	<p>Develop recruitment brochure</p> <p>Ad placement</p> <p>Nomination of Interview Panel</p> <p>Candidate outreach</p>	<p>Develop Weston specific questionnaire</p> <p>Evaluate resumes</p> <p>Background check and media search</p>	<p>BOS nominates finalists</p> <p>Set up finalists interviews process</p> <p>Reference checks</p>	<p>Finalist briefing books</p> <p>Interviews by panel and BOS</p> <p>BOS selection</p>
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**Projected timeline subject to change*

Consultant Selection Process | Criteria

Search Consultant Selection: We invited four specific search firms to submit proposals instead of posting a public RFQ in order to expedite the process and because these are the vendors that have the most experience in the Connecticut market. 3 of the 4 firms submitted proposals (one declined the invitation) and they were interviewed. A decision was made at the BOS meeting on 3/7/23 to retain Randi Frank to lead the search for Town Administrator.

Why Randi Frank: Randi Frank's experience in Connecticut is far superior than the other firms, she knows Weston, and she was the lowest bidder. Placement experience: Town Administrator/Managers (Cambridge MA, Plainville CT-2022; Danville CT 2020; Bloomfield CT 2019; Granby CT, Groton CT 2017). Current searches for Town Administrator: Coventry and Newington. Weston Experience: crafted many of the job descriptions in town.

Fees: We believe that the \$20,000 request is sufficient and fair, however, please note unforeseen circumstances (finalist drops out; requests for additional in-person meetings) may occur.

Search Process | Participation | Staffing

Stakeholder Feedback: BoS, Chair and Vice Chair of the BoF, Library Director, key employees, Police Chief and others (Stakeholders) will meet 1:1 with Randi Frank to help to develop the candidate profile. This is among the first set of milestones.

Interview Panel: The interview panel interviews candidates. This panel will consist of individuals nominated by the BOS, however, once Randi is hired, we think it wise to consult her on her recommendations for best practices and most transparency.

Guarantee in proposal: The candidate is guaranteed placement for one year or Randi will conduct another search for no fee (expenses only)

Interim Town Administrator: The current plan is to have Larry Roberts manage facilities; Victoria Houle construction projects, and Darcy/Rick/FS will work together on finance, office, staff issues. We are also evaluating a contractor to manage the bridge projects. The FS and TA have been meeting with Department heads to facilitate a smooth transition period until a TA is hired. However, the current TA has made calls to retired TA and if we find that this adjustments are not adequate to bridge the gap, we will look for an interim manager.

General Info about the Firm

1. Tell us about your firm's experience doing Town Administrator and Town Manager recruitments in Connecticut. Please name municipalities served and dates of service.

2. How many Town Administrator roles are you currently sourcing in Connecticut?

3. Most recruiters are using remote technology in the search process. What tools/technology do you use to optimize the search and how are your tools differentiating? When/why do you augment with "in-person" contact?

4. What does your screening process look like? How do you ensure a "good fit"?

5. How many years has the firm spent networking and building their candidate talent pool?

Gov HR

Cheshire 2017, Easthampton 2019, Meriden 2018, Enfield 2022, various public works and other positions in Norwalk. Also doing job review and comp eval in Bloomfield and for the Council of State Government in Hartford
 None currently
 1. Big social media presence. Their own website, 9K LinkedIn connections, 7K signed up for and receive their email blast. 2. Extensive use of non-proprietary data bases including 'seek out' which searches all of LinkedIn. 3. Vetting is done via Zoom (predating pandemic). 4. Use of spark hire- video of questions to candidates. 5. Extensive media and background check at this point, before the first round live interview.
 They advise a national search as they feel the market has changed; people often want to locate back to their home
 They meet 1:1 with the elected body and survey senior members of the community both of which informs the recruitment brochure. They feel they have a unique, personal approach to the recruitment to ensure a good fit. Work with client to ensure transparency; calendar with deliverables; rigor in project management. Want to convey that they are partners--adaptable and transparent
 Since 2009, 11K website hits/month

Randi Frank

Randi has 30 years in Municipal space, 22 years as a consultant. She is a town manager specialist. Searches all over nation. Together with associate Bob, have placed 375 town managers; 95% have stayed over 5 years. 25% of placements are minority and women. Also works with recruiter in RI who she placed years ago as a town manager who likes to work with Randi because "she keeps me informed". Has placed managers in Plainville, Easthampton, Norwich, Groton, Granby and Bloomfield
 Newington and Coventry
 Zoom meetings, stakeholder meetings, ICMA advertising. No social media. "Careers in government have social media blasts"
 Spends a lot of time with stakeholders (deep) to understand the needs and the culture. Recruitment profile is updated to reflect key elements of town needs and culture. Questionnaire specific to Weston- telephone interviews to really listen. Get a sense of good fit at the final interview. Tour of community, facilities and projects.
 30 years in municipal space, 22 years of building network.

SGR

20+ years in this space, Don has an additional 15 years serving as Lakeland FL manager. Placed TA in Glastonbury (2023), Wethersfield, Tolland and Rocky Hill (2022), Clinton, south Windsor (2019). Many placements also in Police Chief, Fire Chief, DPW - many municipal jobs. Emphasized the fact that SGR is more than a recruiting firm but works in strategy, and both senior partners do speaking all over the country. That enables the company to have a large network (applicable to Q3)
 None currently
 Huge social media presence- they have newsletter that has 45K subscribers, 250 in CT and 3K in the New England area. They have a social media expert - 13K connections in LinkedIn, and 2K in Facebook. They have a job alert email with 10K subscribers. They have organizational contacts with LWV, Black Public Administrators to solicit traditionally underrepresented candidates. They also maintain a job board that gets 20K views/month. Two-third of their candidates are sourced from their media presence.

General Information about the Market in Connecticut for Town Administrators.

1. What is the state of recruiting to fill a Town Administrator position in Connecticut? If the market is tight, how would you work through that? Tell us about your best placement in this space? Your least successful placement?

Baby boomers are retiring, so many openings and lots of choice for candidates. Positions eliminated during recession that are now back. They provide a 1 year guarantee, innvoked 2%. Best placement Meriden. Least successful Lake Lure.

"very tight"- cost of living; candidates are very picky. Candidates do a great deal of research, watch meeting videos. Best placement: Plainville, they listened to my advice- will you change the residency requirement. Put out new profile and got 3 new candidates. Least successful placement Newport RI- good process, great candidates- but the acting manager (city council member) wanted the job and is still in it.

with baby boomers retiring, there have been many vacancies and less 'bodies' to fill those roles. Applicants can afford to be choosy. So the market is tight, but confident that their network is sufficiently large to overcome it. Best placement: Clinton. The town restructured from a board to a council and this was their first town manager. Least successful: Laredo, TX - 10 managers/10 years

2. What are best practices for this type of recruitment?

Be flexible- look at relevant skills and experience, not be rigid in education or experience criteria

Be very hands on. Focus on communication. We don't keep a stable. We don't use a spark interview - candidates don't like it.

Questions specific to Weston

1. What makes Weston different or similar from other recruitments you have conducted? Is there anything particular about Weston that you see as beneficial or detrimental in the recruitment of qualified candidates?

Similar to Wilmette and Cheshire (beautiful suburban towns). Weston benefit - rural community, excellent schools. Detrimental- candidates reseearch via listening to meetings and reading issues. Political divide is offputting. Outstanding ethics issue could be an issue

Beneficial- no residency requirement. Construction, economic development projects. Detrimental - cost of living, traffic

different- 3 person BOS, not having majority and minority representation. Did not mention anything beneficial/detrimental.

2. What is market total compensation for a Town Administrator in Connecticut in a town with approximately 10,000 people? Weston's Town Administrator salary is currently budgeted for \$165,463 effective 7/1/23. In addition, Weston participates in the CMERS retirement plan. There is no residency requirement. Given this information and your knowledge of the local market, do you think Weston's compensation is in-line with the marketplace, and how would you make this recruitment competitive?

In line with market. Consider flexibility depending on skills and experience.

160-190 is the range, very competitive. CMERS not differentiating.

150-190 is the range. Should be flexible because their may be a great candidate that requires (sic) a 5K increase.

Please tell us anything else that you would like us to know about your company that would guide us in the selection process?

Project manager will be Mike Gillette. There company provides interim roles. 25FTE, 9PTE and numerous project consultants.

**Attention: Board of Selectmen
Weston Town Hall
56 Norfield Road,
Weston, CT 06883**

**Town of Weston
Executive Search Proposal
for
Town Administrator**

Prepared by: Randi Frank Consulting, LLC



**7700 Hoover Way, Louisville, KY 40219
Tel: 203-213-3722, Email: randi@randifrank.com
www.randifrank.com**

January 2023

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MANAGEMENT CONSULTING

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Executive Search Services
Organizational Studies
Human Resources
Risk Management
Purchasing

January 31, 2023

Board of Selectmen
Weston Town Hall
56 Norfield Road
Weston, CT 06883

RE: Proposal for Executive Search – Town Administrator

Dear Board of Selectmen,

This letter and attached documents are a response to your request for executive search services for the position of Town Administrator for the Town of Weston, CT. Ms. Randi Frank of Randi Frank Consulting, LLC and Robert Slavin of Slavin Management Consultants will serve as contractors for the project. The Contract would be with Randi Frank Consulting, LLC, but the Town would receive professional services from both consultants. If anything were to happen to Ms. Frank, then Slavin Management Consultants would be able to perform the full contract.

We have created this partnership to provide the Town of Weston with the best services combining Robert Slavin's extensive national experience and Randi Frank's extensive experience in CT and New England. Also available for this project will be professional consultants and staff assistants from Slavin Management Consultants including David Krings (past Town/City Managers) and Richard Brown (Town/City Manager in CT, MA, RI & VA). Professional consultants from Randi Frank Consulting include Ms. Georgian Lussier, who has had over 35 years of HR experience and Lee Palmer, Past HR Director and Finance Director in Municipalities and School Districts. Resumes for each consultant are provided in this proposal.

As a high quality, hands-on independent management and human resources consulting firm, Randi Frank Consulting, LLC is most capable and interested in providing these services to the Town of Weston. The proposal commits the highest level of our firm's resources. I will manage this critical project. Mr. Robert Slavin (Slavin Management Consultants -Partner) and I will serve as primary consultants for a full executive search with Richard Brown as a key Consultant. Ms. Frank is the owner and managing member of Randi Frank Consulting, LLC with over 35 years of municipal experience, 22 years of consulting services and over 70 executive searches and recruitment projects. Mr. Slavin is

one of the most experienced recruiters of governmental managers in the nation; with over 850 local government executive searches including over 375 Municipal CEO positions.

Identification Information:

Ms. Randi Frank-Project Dir.
Randi Frank Consulting, LLC
7700 Hoover Way
Louisville, KY 40219
Tel: 203-213-3722
Email: randi@randifrank.com
www.randifrank.com

Mr. Robert E. Slavin -Alternative Rep.
Slavin Management Consultants
3040 Holcomb Bridge Rd., Suite A1
Norcross, GA 30071-1357
Tel: 770-449-4656 Fax: 770-416-0848
Email: slavin@bellsouth.net
www.slavinmanagementconsultants.com

Conflict of Interest & Good Standing:

Randi Frank Consulting, LLC and Slavin Management Consultants have never been debarred or prevented from participating in Federal State or Municipal procurement processes. We believe there is no conflict of interest, and we can meet all RFP requirements. Ms. Frank pays CT income tax as a registered business in CT.

Please note Ms. Frank has worked with Weston in the past, writing job descriptions and reviewing personnel policies and conducting a classification and compensation study.

Certification and Insurance:

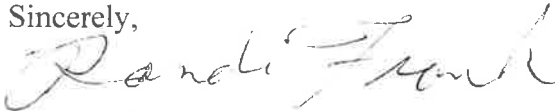
Randi Frank Consulting, LLC was certified for 15 years as woman owned small business in Connecticut and is now certified in Louisville and Kentucky. Sample insurance certificate is attached. Please note Randi Frank Consulting, LLC has General Liability and Professional Liability insurance and workers comp for CT but does not have Auto Insurance for the business since there are no vehicles owned by the business. Exhibit B shows our commitment to Affirmative Action.

Our firms have a strong and proven commitment to providing exceptional recruitment services to public agencies and have received many accolades supporting this work both from clients and candidates. We provide a hands-on personal touch for each executive search. We do not have a list of candidates ready, since we do not start recruiting for Weston until we know what your community is looking for in their next Town Administrator. We can also offer interactive recorded interviews of candidates rather than candidates reading questions on the computer and answering them (which is a method used by some other consultants).

We can perform the work via zoom. We did not travel to Plainville and were quite successful (Ms. Frank had worked for Plainville in the past also). Ms. Frank was able to work with the Plainville Council through individual zoom meetings, executive search full council zoom meetings and interviews. Also, Plainville Council was willing to look at candidates before the first resume deadline if we felt we had good candidates for review. We can also use this method with Weston Board of Selectman if desired.

Thank you for the opportunity to submit this proposal. We look forward to working with you on this very important work. If you have questions concerning this proposal, please contact me at 203-213-3722. We look forward to discussing this proposal with you further.

Sincerely,



Ms. Randi Frank,
Managing Member/CEO

Company Overview-Experience & Qualifications:

Randi Frank Consulting, LLC is a Louisville, KY and Federally Certified Small Women Owned Business with offices in Louisville, KY (and past CT Certified). Ms. Randi Frank is the principal and owner and only employee of firm which was organized originally in Connecticut in 2000. Ms. Frank has over 35 years of recruiting experience at the municipal level including para-professional, professionals, and department heads and over 22 years of Executive Search experience including Town Administrator type positions (highlighted below) and over 70 Executive Searches.

As you will see with the enclosed resume and client list, Ms. Frank has handled numerous recruitment projects. Listed below is a sample of Randi Frank Consulting, LLC experience with Executive Searches:

- University of Connecticut 3 Positions – Architectural and Engineering Services Department for the Director of Design, Engineering & Technical Support and the Director of Planning & Project Development, Director of Environmental Health & Safety (DEHS) – (DEHS included search committee all required EEO reports).
- Brazos River Authority, TX – Engineering Services Manager – 2019
- Human Resources Director & Health Director – Town of East Hartford, CT -2020
- Director of Human Resources – City of Stamford, CT 2019 (Bob Slavin assisted)
- City of Hartford, CT - HR Director, Director of Development, Dir of Emergency Serv.911
- Finance Director – Town of Brookfield, CT and Town of Bloomfield, CT
- Police Chief – Town of Bloomfield, Town of Milford, and Town of Trumbull, CT
- Southeastern Regional Planning & Eco. Dev. District, MA–Executive Dir.

CEO Searches –

- City of Norwich, CT – City Manager Position (Bob Slavin assisted)
- Town of East Hampton, CT – Town Administrator Position
- Town of Windham, CT – First Town Administrator (Bob Slavin assisted)
- Town of Mansfield, MA – Town Administrator (assisted Bob Slavin)
- City of Worcester, MA – City Manager (Bob Slavin assisted)
- Town of Bloomfield, CT – Town Administrator (Bob Slavin assisted)

- Town of Groton, CT – Town Administrator Position (Bob Slavin assisted) 2017
- Town of Granby, CT – Town Administrator Position – (Bob Slavin assisted) 2017
- Town of Plainville, CT – Town Administrator Position – 2021-2022
- City of Cambridge, MA – City Manager Position – Richard Brown assisted 2022

Executive Searches – Assisted Bob Slavin

- City Manager – City of Newark, DE (Univ. of Delaware) 2009 & 2012
- Prince William County, VA – County Executive & Human Resources Dir.
- Police Chief 2016 & Fire Chief 2017– Fort Myers, FL
- Director of Streets & Traffic Control – Fort Smith, AK -2018
- Metro Board of Selectmen of Governments, DC – CIO, & 2 Transportation Positions 2019
- City Manager, Human Resources Dir. & Fire Chief– City of Danville, KY – 2020

Slavin Management Consultants is an independent management-consulting firm formed in 1986 and incorporated in the State of Georgia. They operate nationwide from the home office near Atlanta, Georgia. Mr. Robert E. Slavin is the principal and only stockholder of the firm and will serve as the co-consultant for this project in addition to Ms. Randi Frank. Slavin Management Consultants has three employees and six regional managers (independent consultants) who assist with projects on an as needed basis. Mr. Slavin has conducted or assisted in the conduct of more than 850 successful executive searches throughout his career, which started in 1967. Slavin Management Consultants provides exceptionally high-quality consulting services to state and local government, health care providers, transit authorities, utilities, special districts, and private sector clients. Mr. Slavin specializes in the recruitment of Chief Executive Officers and high-level department heads. He has conducted more than 375 Town/City Manager recruitments over his career. (Listed in the reference and background section are contacts for Town/City Manager executive searches completed and a sample list of Town/City Manager searches conducted.)

In addition, the list below is a sample of recent City/Town/County Manager executive searches conducted by Slavin Management Consultants in recent years:

City Manager – City of Quitman, GA
 City Manager – City of Mount Rainer, MD
 City Manager – City of Maplewood, MO
 City Manager – City of Dayton Beach, FL
 County Administrator – St Croix County, WI
 City Manager – City of Joliet, IL
 City Manager – City of Myrtle Beach, SC
 City Manager – City of Danville, KY (Ms. Frank assisted)
 City Manager – City of Durango, CO
 City Manager – City of Laredo, TX
 County Administrator – Georgetown County, SC
 City Manager – City of Parkland, FL
 City Manager – City of Portage, MI

Committed Staff for this Project

Ms. Randi Frank and Mr. Robert Slavin will serve as the key consultants and contacts for this project. Slavin Management Consultants also has additional professional staff that can assist with executive searches if needed (see resume of David Krings). Richard Brown who lives in RI will be a key consultant for this project and may be available for on-site activities when Ms. Frank is not available. Resumes for other key staff are included in this proposal. Ms. Frank and Mr. Slavin will handle all tasks identified while additional staff is available if needed to assist in contacting and recruiting and preliminary interviews and references of potential candidates. Georgian Lussier, Lee Palmer (located in CT) all with municipal and human resources experience for over 30 years. Slavin Management Consultants has staff in their office to handle administrative duties, reference, and background checks as well as additional recruiting services as needed. Resumes are attached for key consultants.

We believe Ms. Frank's experience in and knowledge of CT government and recruiting combined with Mr. Slavin's extensive nationwide experience with Town/City Manager recruitments will provide the Town of Weston with high quality hands on personal service to meet your specific needs. Please note we just completed the Town of Plainville Town Administrator search with all zoom meeting so no travel costs for the consultants was required.

This proposal includes:

- Response to Proposal – Work Plan/Methodology, Deliverables
- Background and experience of Randi Frank Consulting, LLC including client/project list and resume. Including resumes of other consultants available
- Background and experience of Slavin Management Consultants including client list, EEO Statement/form, Women and Minority Placements.
- Proposal Costs, References and Sample Position Profiles

SCOPE OF SERVICES - WORK PLAN AND METHODOLOGY:

It is our understanding that the Town of Weston, CT is interested in identifying outstanding candidates to fill the Town Administrator position. Randi Frank Consulting, LLC and Slavin Management Consultants will assist the Town in achieving this objective. We will accomplish this by:

- Assisting the Board of Selectmen, Administrative staff, and community stakeholders to produce a comprehensive position profile and reach agreement about the expectations and competencies concerning the ideal candidate. Including meeting with various staff and community groups and citizens to learn as much about the Town as possible and their recommendations for the new Town Administrator.
- Seeking out and encouraging top-level qualified people to apply who would otherwise be reluctant to respond to advertising.

- Saving the staff considerable time in establishing a position profile and job description if needed. The position profile is presented in a brochure form that can assist in recruiting high quality candidates while promoting the Town of Weston. See attached examples of position profiles.
- Reviewing resumes/applications to ensure candidates meet minimum qualifications.
- Complying with appropriate personnel regulations and guidelines.
- Independently and objectively assessing the qualifications and suitability of candidates for the position. This is done through various methods including telephone/zoom interviews, questionnaires, and one-on-one interviews as desired by the Town.
- Preserving the confidentiality of inquiries to the degree possible under regulations.
- Assisting the Board of Selectmen and administrative staff with the various interview processes.
- Assisting the Board of Selectmen in reaching a final decision and in negotiating a compensation package with the successful candidate.
- Assisting the Town in establishing criteria for evaluating the new Town Administrator's performance.
- Keeping the Board of Selectmen, administrative staff, and stakeholders, as desired closely involved in key decisions and informed of our progress with the search.

We recommend a five-step search process as follows:

1. Define job qualifications and requirements for the positions through a "Recruitment Profile."
2. Identify and recruit qualified candidates.
3. Evaluate prospective candidates.
4. Make recommendations, help with selection & interview process, and facilitate employment.
5. Establish evaluation criteria and follow-up.

Each step of this process is described below:

1. Develop Position Profile

We will meet with the Board of Selectmen, Administration/Department Heads, community groups (Chamber, BOE, other Boards & Committees, etc.), appropriate staff, citizens and stakeholders as directed to learn the Town's needs, focus and requirements such as experience, education, and training as well as preferred administrative style and personal traits. We gather this information from the appropriate parties listed above through one-on-one interviews, group interviews or focus groups. In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process at the Town offices to gather additional information about the Town of Weston and to learn the unique challenges of the job and the general environment within which

the position functions. Some of the questions we will ask during this process will deal with the following issues:

- Organizational Characteristics – population served, services provided, budget, financial condition, bond rating, number of employees, labor organizations, issues/problems/opportunities.
- Position responsibilities and limitations
- Issues and Opportunities for the new Town Administrator
- Candidate Qualifications – Amount and type of experience, education, areas of special expertise
- Management Style with governing body, subordinates, other departments, media, etc.
- Personal Characteristics
- Pay and Benefits

Once we have gained the necessary information, we will prepare a draft Position Profile for this recruitment and review it with the Board of Selectmen and administrative staff to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the State, region, Town, major issues to be faced, and the selection criteria established. The profile, along with the advertisement will provide the name of the consultant as the contact and place for resumes and letters of interest.

2. Identify Qualified Candidates

We will first review our database to find those candidates whom we may already know and/or already have on file who may meet your specifications; we do this only after we know your requirements. Although the above process is valuable, we will rely most heavily on our recruitment efforts through professional organizations and reaching out to similar Cities and the City/Town Management Associations. Our contacts and experience in the field will lead us to promising candidates. In other words, through “networking” we will conduct a professional search for the best-qualified candidates and invite them to apply for the position. We will also contact appropriate agencies, City/Town Administrators, and professional organizations (International City/County Management Association-ICMA) that may know of qualified candidates. Ms. Frank is a member of the CT City/Town Administrators Association (CTCMA) and Mr. Brown is a member of the MA Managers Association.

Based on discussion with the Town, we will place advertisements, if necessary, in appropriate newspapers, web sites, and specialty publications to encourage applicants to apply. We recommend a minimum advertisement with ICMA and will notify at least the New England Chapters of ICMA (however we will also contact nationwide chapters of ICMA). We also reach out to various affiliate groups within the Municipal Management Community such as: League of Woman in Government, National Association of County Administrators (NACA), Engaging Local Government Leaders (ELGL), American Society of Public Administrators (ASPA), National Forum of Black Public

Administrators (NFBPA), and International Hispanic Network (IHN) as appropriate or needed and as directed by the Town. We can also advertise with these groups also as requested. We acknowledge all resumes received and thoroughly screen all potential candidates.

3. Evaluate Prospective Candidates

Criteria for the preliminary screening will be contained in the approved "Recruitment Profile." It may include such items as education, technical knowledge, experience, accomplishments, administrative style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resume and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the "Recruitment Profile."

We request that all candidates who meet the minimum qualifications provide us, in writing, substantial information about their accomplishments and their administrative style. This information is gathered by having top candidates respond to a supplemental questionnaire about their administrative style, special issues as they relate to the Town of Weston, etc. In addition, we will speak by phone/zoom with these qualified candidates to gather additional information that may be relevant to the Town of Weston. If time permits, we conduct references and google search on semi-finalist list. We interpret these instruments for the Town and develop a semifinalist candidate list. We also prepare a list of all candidates for the Board of Selectmen and reasons why the candidates were not put on the semi-finalist list. We can also conduct zoom interviews with the Board of Selectmen, or record zoom interviews for the Board of Selectmen so they can see the semi-finalist candidates responding to questions.

We will then meet with the Board of Selectmen to provide a progress report on the semifinalist candidate list. This progress report will have all the information we have collected about each of the semifinalist candidates as indicated above and as requested in the RFP. These individuals will be top prospects who clearly meet the Town's specifications for the position. With the guidance from the Town, we will narrow the semifinalist candidate group based on refined criteria. During this meeting we will learn the Town's expectations concerning the interview process and interview questions that we will write as well as the candidate rating and scoring process. We will assist with first and second interview process. See below for the details of this process. The final list of candidates with details about their experience and background and our interviews will be in the final report along with the interview questions and process for the Town of Weston. As noted before we can provide earlier reports to the Board of Selectman if desired (similar to process in Plainville)

4. Selection and Employment

We will conduct a second telephone interview of those semifinalist candidates whom the Town has the greatest interest in to determine proper “fit” which is as important as technical ability. We assess both. We closely examine each candidate’s experience, qualifications, achievements, administrative style and interpersonal skills in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications, skills and achievements.

We conduct in-depth background checks on those individuals who continue to display their overall suitability for the position. Included are detailed and extensive reference checks, which cover a minimum period of seven years. In conducting these, it is our practice to speak directly to individuals who are now or have been in positions to evaluate the candidate’s job performance and worked with the candidate. We ask each candidate for many references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates.

As part of our evaluation/reference check process we conduct credit, civil and criminal history and driving record checks in accordance with applicable laws and we verify undergraduate or other college degrees. We use SSC Inc of CT for this process.

We will then meet with the Board of Selectmen as required to present a group of well-qualified finalist candidates for interviews. These final candidates will not be ranked because, at this point, they will all be qualified, and it will then be a matter of chemistry between the candidates and the Town Officials that should produce the final selection decision.

Our final report will be presented in a meeting with the Town. This written report is a comprehensive document. It contains our final list of candidate recommendations; details about the search; interview tips and interview questions; sample rating sheets, ranking forms and tabulations sheets; and information about legal vs. illegal inquiries. The report also includes the candidate interview schedule and our recommendation concerning timing, sequencing, location, setting, format for conducting interviews. There are various formats for the interview process that can be offered for the Town’s approval (such as: group meetings, community meetings, staff meetings, meet & greet, one-on one with Board of Selectmen members and full Board of Selectmen interviews). The report contains comprehensive information about each recommended candidate. This includes educational and experience information, an evaluation of the candidate’s experience compared with the criteria established by the Town (i.e., responses to questionnaire), a summary of references comments and a statement from the consultant based on the one-on-one interviews prepared about each finalist candidate if requested.

We will arrange schedules for top candidate interviews with the Town and will coordinate the entire process with the Town.

We will provide information about trends in employment, employment contracts and agreements, relocation expenses, appropriate roles for spouses, receptions, etc. Once a final candidate is selected, we will assist with the employment negotiations if requested.

We will properly handle all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working with the Town and that any public statement would come from the Town Officials directly. Under no conditions will we release information to the media unless specifically directed by the Town to do so.

Finally, we will notify all unsuccessful candidates who were not recommended for an interview with the Town of the final decision reached. We will also notify unsuccessful candidates who did interview with the Town.

Randi Frank Consulting, LLC and Slavin Management Consulting are an equal opportunity employer and recruiter and will not discriminate against any employee or applicant for employment because of race, age, religion, creed, color, sex, disability, sexual preference, or national origin, in accordance with all appropriate laws.

5. Evaluation Criteria

Once the new Town Administrator has been on board for 30-90 days or so, we will conduct a session with the Board of Selectmen and with the new Town Administrator to establish mutual performance criteria and goals for the position, if desired.

We will follow-up with the Town and the new Town Administrator during the first year and assist in making any adjustments that may be necessary, if desired.

We will keep the Board of Selectmen and any staff appointed to assist with this project informed and involved in the search process.

DELIVERABLES:

Guarantees

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue the work until the Town is satisfied with the candidates and a satisfactory candidate is selected and accepts employment.
- We guarantee our work and will redo the search if the position is vacated, for any reason, within one year of the employment date of a candidate selected by the Town through our efforts at no cost for consultant's time just expenses.

Deliverables:

- Deliverables include the recruitment profile (draft and final); the advertisement (draft and final), the progress report (semi-finalist list), the final report with interview tips, interview schedule, interview questions, candidate resumes, candidate questionnaires, any other candidate evaluation materials, candidate background reports, rating sheet, ranking forms, tabulation forms and appropriate/inappropriate questions list; negotiated employment agreement between the Town and selected candidate; plus regular status reports.

Proposed Cost Options

Professional Fee –\$15,000 –Town of Weston plus expenses

Our fee is based on a set rate schedule and not tied to annual salary of the position filled. We estimate the hours it will take but will not exceed the set professional fee even if we exceed the estimated hours. Most of the work will be done by Ms. Frank, Mr. Slavin and Mr. Brown and we will use other consultants as needed based on their expertise and the need to use CT Consultants to save travel cost as necessary. The full fee provides our services to the Town of Weston until we find an acceptable candidate. If candidate leaves within a year of appointment by our process, we will not charge another fee, but only expenses like advertising and backgrounds. We can also do several zoom meetings and interviews to save travel cost during the process. We did the Town of Plainville search all via Zoom so there was no travel costs. We can also use Mr. Brown from RI to do some of the Travel which will only include mileage fees and hotel

Expenses

Actual expenses that are incurred during the search will be charged in addition to professional fee. Major expenses that will be incurred include consultant travel, advertising, and background checks. These expenses will not exceed 50% of the professional fee (\$7,500.00)

This does not include cost of travel by the candidates to be interviewed by the Town. These costs are paid by the client on a reimbursement basis. These costs are controlled by the client through the client's preapproval of the finalist candidates. Candidate travel costs can vary greatly depending on home location, number of candidates and advance notice of time for candidates to be at the Town.

Consultant Travel Costs: The client pays direct costs for all necessary consultant travel using coach or, when available, lower air rates, moderately priced hotels (Holiday Inn or equivalent), rental cars. Clients control these costs in the following ways: (1) when appropriate consultants will accomplish multiple purposes when traveling and will allocate cost to multiple clients; (2) the client pre-approves all work plans including all consultant travel; (3) Ms. Frank will not need hotel costs as she will stay with family whenever possible if overnight stays are not needed, Mr. Brown will only have mileage cost from RI and hotel, and CT Consultants will be used if possible to save travel cost; (4) advance notice of 2 weeks for meetings can reduce air travel costs.

Average Advertising Cost: The client again controls this cost by approving all advertising in advance. The average advertising cost in professional association is between \$1,000 and \$2,000.

Background cost: range from \$400-\$750 for each candidate.

Should the Town's needs result in additional project scope that significantly increases consultant travel and/or advertising costs, it may be necessary to increase the expense budget for the project. This will only be done with approval and in writing by the client.

Invoicing: We will submit monthly invoices for fees and expenses. It is our practice to bill 30% at the start of search for the professional fee, 30% at the end of thirty days and 30% at the end of sixty days, and the remaining 10% shortly after the new Town Administrator starts employment with Weston. Expenses will be invoiced separately as needed.

Reduced Cost Options – We are willing to discuss ways to reduce the cost of full search. We have never used all the Expense Budget for any executive search yet.

Max Total cost = \$15,000 Fee + \$2,000 Advertising + \$7,500 Expenses= \$24,500

Typical Total cost - \$15,000 + \$1,500 + \$5,500 (3-4 trips & backgrounds) = \$22,000

One Trip for Ms. Frank and Mr. Brown for 4-5 trips if needed= \$15,000 + \$1,500 + \$3,500 = \$20,000

Some Board of Selectmen ask for very reduced costs, so we offer this option:

Partial Search Option – However this does not guarantee we will continue to work till a candidate is found or guarantee to replace candidate if they leave within a year of hire date, as is listed above.

- Following steps of the process to include:
 - meeting with stakeholders and development of a profile plus advertisement and outreach/recruiting efforts.
 - plus, development of questionnaire and telephone interview of top candidates
 - development of semi-finalist list via email of excel sheet of all candidates and copies of resumes and questionnaires of semi-finalist list of candidates.
 - Once this is done the Town of Weston can decide which candidate to bring in for an interview and conduct their own background work and develop an employment contract.
 - **\$9,000 fee + \$1,500 advertisement and one trip for Ms. Frank \$1,500 for a total of \$12,000.**

**REFERENCES FOR:
RANDI FRANK CONSULTING, LLC**
All Full Executive Searches unless noted

City of Cambridge, MA (pop 117,000)
Executive Search for City Manager 2022
Sheila Keady Rawson, HR Director, 857-350-0536 cell skeady@cambridgema.gov

Town of Plainville, CT (pop 17,000)
Executive Search for Town Administrator
2022
Stacy Buden, HR Director, 860-558-6362 cell sbuden@plainville-ct.gov

City of Danville (was sub-consultant to Bob Slavin) (Pop 16,700)
Executive Search of City Manager, Human Resources Director & Fire Chief 2020
Steven Dexter, Danville City Attorney – 859-324-5860 dexter@danvillekylaw.com

Brazos River Authority, TX
Executive Search of Engineering Services Manager 2019
Dir. of Human Resources – Monica Wheelis -254-761-3104 MonicaW@brazos.org

City of Stamford (pop-123,000)
Executive Search of Human Resources Director 2019
Past Dir. of Legal Affairs – Kathryn Emmett -203-977-4081- kemmett@stamfordct.gov

Town of Bloomfield (pop-20,000)
Executive Search of Town Administrator
2019 plus HR Director, Police Chief, Finance Director in the past

All references have retired

City of Waterbury (pop-108,000)
Partial Executive Searches – City Planner & BOE HR Director 2019
HR Director – Scott Morgan – 203-574-6761 - smorgan@waterburyct.org

Town of Granby (pop-12000)
Executive Search of Town Administrator
2017
First Selectman – Scott Kuhnly – 860-508-4981 Kuhnly@granby-ct.gov

Town of Groton (pop-40,000)
Executive Search of Town Administrator
2017
Town Administrator – John Burt 860-441-6630 jburt@groton-ct.gov

City of Fort Myers, FL (Was sub-consultant to Bob Slavin) Executive Search of Police Chief & Fire Chief Human Resources Director – Ellen Clyatt – 234-321-7064 eclvatt@cityftmyers.com (Pop- 79,900)	2016-2017
Southeastern Regional Planning & Economic Development District Executive Search of Executive Director Executive Director – Jeffrey Walker – 508-824-1367 x 220 jwalker@srpedd.org	2016
Naugatuck Valley Board of Selectmen of Government Executive Search of Executive Director ededleson@charter.net Co-Chair, Past First Selectman Southbury - Ed Edelson-203-262-0647	2015

Slavin Management Consultants Reference List

Mayor Dan Pope

City of Lubbock- (Pop253,800)
1625 13th Street
Lubbock, Texas 79401
(806) 775-2010
City Manager Search 2016
Email: dpope@mylubbock.us

Mayor Dean Brookie

City of Durango – (Pop-18,580)
City Hall
949 E. 2nd Avenue
Durango, CO 81301
(970) 749-3189
City Manager Search (2020)
deanbrookie@durangogov.org

Jackie Wehmeyer

Human Resources Director
City of Parkland (Pop -31,450)
6600 University Drive
Parkland, FL 33067
(954) 757-4134
City Manager Search (2019)
jwehmeyer@cityofparkland.org

Mr. Todd E. Rent

Human Resources Director
City of Urbana (Pop -42,700)
400 South Vine Street
Urbana, IL 61801
(217) 384-2451
City Administrator Search (2018)
terent@urbanaininois.us

Brownie Newman, Chairman

Buncombe County, NC
Population: 262,000
200 College Street, Suite 300
Asheville, NC 28801
(828) 243-0107
County Manager Search (2019)
brownie.newman@buncombecounty.org

Ms. Julie Roeder

Human Resources and Risk Manager
City of Evans (Pop – 20,530)
1100 37th Street
Firestone, CO 80620
(970) 475-1161
City Manager Search (2016)
jroeder@evanscolorado.gov

Slavin Management Consultants
City/Town/County Manager Searches
Sample of Searches from 2000-2006
References

CLIENT	POP (K'S)	FORM OF GOVERNMENT	YEAR	SEARCH FOR	PLACEMENT STILL THERE?	CONTACT	PHONE
Albany, GA	65.0	Council/Mgr	2005	City Manager	Y	Alford Lott	229-431-2853
Atlantic Beach, FL	14.0	Council/Mgr	2000	City Manager	Y	James Hanson	904-247-5806
Asheville, NC	74.0	Council/Mgr	2004	City Manager	Y	Charles Worley	828-259-5600
Bryan, TX	65.0	Council/Mgr	2001	City Manager	Y	Hugh Walker	(409)-361-3851
Davie, FL	82	Council/Mgr	2006	Town Manager	Y	Tom Truex	954-797-1030
Decatur, IL	83.8	Council/Mgr	2000	City Manager	Y	Steve Garman	217-424-2801
Dinwiddie County, VA	24.5	Board/Mgr	2004	County Admin	N	Dona Haraway	804-265-8894
Dunedin, FL	21	Council/Mgr	2006	City Manager	Y	Bob Hackworth	727-298-3001
Elgin, IL	120.0	Council/Mgr	2003	City Manager	Y	Mayor Ed Schock	847-931-5595
Fort Collins, CO	130.3	Council/Mgr	2004	City Manager	Y	Diane Jones	970-221-6505
Greensboro, NC	190.0	Council/Mgr	2005	City Manager	Y	Larry Kerr	336-273-2120
Hollywood, FL	120.0	Council/Mgr	2002	City Manager	Y	Gail Rainfield	954-92118
Huntersville, NC	4.0	Council/Mgr	2001	Town Manager	Y	Jerry Cox	704-875-6541
Lake County, IL	680	Commission/Admr	2005	Asst. County Admr	Y	Barry Burton	847-377-2228
LaPlata County, CO	32.3	Com/Adr	2000	County Administrator	Y	Fred W. Klatt, II	303-259-4000
Livingston County, IL	40.2	Comm/Coor	2000	County Coordinator	Y	John Jacobson	815-358-2478
Neptune Beach, FL	7.3	Council/Mgr	2003	City Manager	Y	Lisa Volpe	904-270-2400
Northglenn, CO	37	Council/Mgr	2006	City Manager	Y	Kathleen Novak	303-450-8756
North Port, FL	40.0	Council/Mgr	2005	City Manager	Y	Helen Rainbeau	941-423-3120
Olathe, KS	100.0	Council/Mgr	2000	Asst. City Manager	Y	Mike Wilkes	913-782-2600
Ormond Beach, FL	40.0	Council/Mgr	2001	City Manager	Y	Mayor Carl Persis	904-677-0311
Novi, MI		Council/Mgr	2006	City Manager	Y	Clay Pearson	248-347-0421
Panama City, FL	37.0	Council/Mgr	2003	Asst. City Manager	Y	Ken Hammond	850-872-3010
Peoria County, IL	185.0	Board/Adr	2001	County Manager	Y	David Williams	309-672-5056
Pittsburg, KS	18.0	Council/Mgr	2002	City Manager	Y	David Zacharias	316-231-4100
Portage, MI	45.0	Council/Mgr	2003	Asst. City Manager	Y	Mike Stampifer	616-329-4412
Rockville, MD	46.0	Council/Mgr	2004	City Manager	Y	Katherine TuckParrish	301-309-3301
Seminole County, FL	338	Comm/Adr	2000	County Administrator	Y	Robert McMillion	407-321-1130
Volusia County, FL	380.0	Comm/Mgr	2000	County Manager	Y	Frank Brono	904-736-5951
West Des Moine, IA	50.0	Council/Mgr	2000	City Manager	Y	Mayor Eugene Meyer	515-222-3610
West Palm Bch, FL	80.0	Mayor/Cncl	2000	City Administrator	Y	Mr. Ed Mitchell, City Admin.	407-659-8028
Winston-Salem, NC	196	Council/Mgr	2006	City Manager	Y	Allen Joines	336-727-2058

Exhibit A-Resumes/Bio's of Staff for Weston Executive Search

Randi Frank, Managing Member/CEO of Randi Frank Consulting, LLC -BIO

Ms. Randi Frank is an independent local government human resources and management consultant based in Louisville, KY (with a family home in CT). Her varied background includes more than thirty-five years of experience working with and for government agencies. She has eighteen (18) years of executive search consulting experience combined with thirteen (13) years of Assistant Town Administrator experience in Connecticut Municipalities (Rocky Hill and Cheshire). As an Assistant Town Administrator, Ms. Frank oversaw human resources, risk management, purchasing, grants, recycling and project management.

Earlier in her career she served as a budget/management analyst and research associate in two counties in Virginia and two agencies in California with some experience with Federal agencies. As a consultant she has worked on executive search projects in most East Coast States (CT, MA, RI, MD, DE, VA, NC, GA, FL) and in the Mid-Atlantic Region of the United States.

Ms. Frank holds a Master's degree in Public Administrations from the University of Southern California and a Bachelor's degree in Urban Affairs from the University of Rhode Island. She is certified as a professional risk manager by the Insurance Institute of America and School Business Manager by the State of CT. She is a certified woman owned small business in Louisville and Kentucky and was certified in CT for 15 years.

Past Executive searches are listed on the next pages with a summary of additional human resources type projects.

Ms. Frank's areas of expertise include:

- Executive & Staff Recruitment
- Compensation & Classification
- Sexual Harassment Prevention Training
- ADA & AA/EEO
- Risk Management
- Budgeting
- Grantsmanship
- Human Resources Policies
- Collective Bargaining
- Drug Free Work Place Programs
- Workers Compensation
- Safety and Training
- Purchasing
- Recycling & Solid Waste

Organizations:

- International City Management Association – Member & Conference Fellow
- Connecticut Town & City Managers Assoc. – Member & Past Board Member
- Kentucky City & County Managers Association – KCCMA Member
- International Public Management Assoc.-HR – KY Chapter, Past CT Chapter
- NPELRA- National Public Employer Labor Relations Assoc. – CT Chapter
- SHRM – Society of Human Resources Managers – Louisville Chapter
- Truman Scholar & Member of Truman Scholarship Association
- Past CT PRIMA (Public Risk & Insurance Mgmt. Assoc.) President & Officer

RANDI FRANK CONSULTING, LLC
CLIENT/PROJECT LIST

National Recruitment

Town of Glastonbury & Stratford– Human Resource Directors–2002 & 2005
Town of Hamden, CT – Risk Manager - 2002
Town of Stonington – Planning Director –2003, Engineer & PW Director 2014
Town of Plainville – Various Positions – 2003-2004
Town of Tolland – 12 Various Position – 2001- 2002
City of New London – Human Resources Director –. 2004
Bristol Resource Recovery Facility – Admin. Sec 2003 & Executive Assistant 2011
City of New Britain – Human Resource Director –2005
University of CT – 2 Architectural & Engineering Positions – 2007
State of CT Treasurers Office – Assistant Treasurer for Debt Mgmt. – 2007
City of Norwich – City Manager –2007, Town of East Hampton – Town Administrator – 2008
City of Waterbury – Human Resources Director –2007 & 2016 & 2019 & Planner 2019
Town of Brookfield, CT – Controller/Finance Director
City of Newark, DE – City Manager – 2008 & 2012
Town of East Hampton, CT – Town Administrator 2008
New Castle County, DE – General Manager-Land Use Department -2008 Police Chief 2007
Town of Stratford, CT – Deputy Police Chief, Fire Chief, Deputy Fire Chief – 2009
Town of Enfield, CT- EMS Director, HR Director 2009
Town of Windham –Town Mgr. – 2009; Town of Mansfield, MA- Town Mgr.– 2009
Town of Granby, CT – Police Captain – 2009
Prince William County, VA – County Executive – 2010, HR Director 2011
Town of Bloomfield, CT – HR Director, Finance Director, Police Chief – 2010 & 2011
City of Bridgeport, CT – Police Chief – 2010; Asst. Police Chief -2012
Town of New Milford, CT – Police Chief -2010
University of CT – Director, Environmental Health & Safety – 2011
City of Hartford – Dir. of Development Services & HR Director – 2012; 911 Director-2017
Metropolitan District Commission – Human Resources Manager -2012
Town of Bloomfield – Town Administrator 2013 & 2019
City of Bridgeport – Airport Manager 2013 Trumbull- Police Chief – 2014
Naugatuck Valley Board of Selectmen of Governments – Executive Director – 2014
City of Worcester, MA – City Manager – 2014; City of Newport, RI – City Manager 2015
Metropolitan Washington Council of Govt – Dir. of Transportation 2014 & Div. Head 2018
Quinebaug Valley Community College – Chief Academic Officer - 2015
Charleston County, SC – Assisted Slavin Mgmt. – Dir of Env Mgm.t & EMS - 2015
Southeastern Regional Planning & Economic Dev. District-SRPEDD-Executive Dir.-2016
Ft Myers, FL – Police Chief & Fire Chief – 2016-2017 – Northport, FL – Fire Chief -2018
Town of Granby & Town of Groton – Town Administrators – 2017
City of Fort Smith, AK – Director of Public Works -2018
City of Stamford, CT – HR Director 2018/19
Brazos River Authority – Engineering Services Manager 2019
City of Danville, KY – City Manager & Human Resources Director & Fire Chief- 2020
East Hartford, CT – Human Resources Director & Health & Social Services Director-2020
City of New Haven –Deputy Dir. of Transportation-2012, CAO, Dir of Transportation -2021
Richland County, SC – County Attorney 2021
Town of Plainville – Town Administrator - 2022
City of Cambridge, MA – City Manager, 2022

Robert E. Slavin, President of Slavin Management Consultants - BIO

Mr. Slavin is among the best known and respected professional recruiters in the business. He is a frequent speaker before professional groups, and he has written several articles for professional journals concerning government management. By special invitation, Mr. Slavin assisted the United States Office of Personnel Management to define and set up the Senior Executive Service for the Federal Government

Mr. Slavin began his local government career in 1967. His experience includes twelve years working directly for local governments and it includes seven years as a principal consultant with the government search practice of Korn/Ferry International, the largest private sector search firm in the world. He headed the local government search practices for Mercer/Slavin, Incorporated, Mercer, Slavin & Nevins and Slavin, Nevins and Associates Incorporated. Mr. Slavin now heads the executive search practice for Slavin Management Consultants. Clients include state and local governments, nonprofits and private sector business all over the United States. His experience includes search assignments for the 1984 Los Angeles Olympics' Organizing Committee.

Mr. Slavin's experience and qualifications include organizational analysis, classifications and compensations studies, and assessment centers and human resource's systems studies.

Before being invited to join Korn/Ferry International, Mr. Slavin served as Assistant City Manager/Director of Human Resources for the City of Beverly Hills, California. While at Beverley Hills, Mr. Slavin conducted many executive level recruitment assignments involving nationwide search and placement. Before joining the City of Beverley Hills, Mr. Slavin was the Assistant Personnel Director for the City of San Leandro, California.

Before San Leandro, Mr. Slavin was on the personnel staff of Santa Clara County, California. His assignments included recruitment, classifications and selection for the County's Health Department, Medical Center, Transportation Agency, Sheriff's Office, Superintendent of Schools, fire Marshall, Assessor's Office, Library System and Count Recorder's Office

Mr. Slavin received his Bachelor of Science degree in Political Science from the University of Santa Clara, and has completed the graduate course work for a Master's degree in Public Administration at California State University at Hayward. He is a Certified Professional Consultant of Management by the National Bureau of Certified Consultants.

Member of the following Organizations:

- International City Management Association
- American Society of Public Administration
- International Personnel Management Association
- Public Labor Relations Board of Selectmen

SUMMARY

Expertise in municipal management, including elected and regional officials.

- Operations and Management
- Budget and Financial Operations
- Labor Relations
- Organizational Analysis and Change
- Media Relations
- Homeland Security
- Public Safety
- Customer Service

EMPLOYMENT

<u>Management Consultant</u>	2021-Present
Providing governmental organizations management solutions. Focus on executive search, capacity building, financial management, labor relations, and emergency management.	
<u>Town Administrator</u> , Somerset, MA	2015-2021
<u>Management Consultant</u>	2014-2015
<u>Town Administrator</u> , Freetown, MA	2012-2014
<u>FEMA Disaster Assistance Reservist</u>	2011-
2012	
<u>City Manager: East Providence, RI; New London, CT & Petersburg, VA</u>	1984-2010

EDUCATION

- University of Tennessee, MPA
- University Of Virginia, BA
- Naval Postgraduate School Executive Leader’s Program, Certificate
- University of Virginia, Senior Executive Institute, Certificate

PROFESSIONAL AFFILIATIONS

- International City/County Management Association
- Rhode Island City and Town Administrator’s Association: Past President
- Connecticut City and Town Administrator’s Association: Past President
- Massachusetts Municipal Manager’s Association

RECOGNITIONS AND ACHIEVEMENTS

- ICMA Credentialed Manager – Former Chair & Legacy Leader
- ICMA Governmental Affairs and Policy Committee:
- United States Coast Guard Meritorious Public Service Award
- National Incident Management System: ICS-100, 200, 300, 400,700. IS-800

Georgian F. Lussier – M.S. Organizational Behavior

georgianlussier@gmail.com ~ GeorgianLussier.com ~ 203-589-0392

G. F. Lussier & Associates 1994 - Present

COMPENSATION PROJECTS: Job descriptions, tailored salary surveys, job pricing, salary ranges, competency studies, leadership grids, and career paths.

Human Resources Projects: Organizational capacity studies, development and mentoring programs, performance management and personnel policies and practices, recruitment.

Training Programs: Supervisory skills, sexual harassment, workplace violence, diversity, compliance with labor laws, critical & creative thinking, meeting facilitation, and performance management.

Selected Clients: **MUNICIPALITIES:** Partnered on compensation projects for the Towns of Branford, Goshen, East Haddam, New Canaan, Old Lyme, Sharon, Southbury, Westbrook, Weston, Westport and Portsmouth, RI. **Non-Profits:** Adopt-A-Dog, Bridgeport Neighborhood Trust, Families In Crisis, Inc. and Center for Occupational Development & Education. **Manufacturing:** numerous Allied Signal sites, ACG, Magna-Tek, Russell-Stanley, Eagle Picher and Reflexite. **Technology:** Allied Consulting, Curis, Inc. and New England Communications, Inc. **Banking & Insurance:** People's Bank, Fleet Financial, Washington Mutual, United Healthcare. **Trades:** Two family businesses and a plumbing supply house. **Other industries** include Staffing Services, Veterinarian, Food & Beverage and Cemetery Services.

9/09 – 10/10 **New Opportunities, Inc.** Waterbury, CT – **Mgmt. Developmt. Design Coord.**
<https://www.onlinebanking.pnc.com/alservlet/StatementSummaryServlet#>

1/08 – 11/08 **Masonicare, Inc.** Wallingford, CT - **Sr. Director, Retention & Engagement.**

1990 - 1994 **TRAVELERS INSURANCE, HARTFORD, CT.**

DIRECTOR, JOB PRICING & PERFORMANCE MANAGEMENT (Corporate & IT) Responsible for job evaluation and performance appraisal process for 35,000

1976 - 1990 **AETNA LIFE & CASUALTY, Hartford, Ct. - Director, HR Development**
Training Manager - Experimental Office Leader -Management Development
Program Coordinator - COMPENSATION ANALYST / MANAGER

Education:

M.S., Organizational Behavior, 1978 - University of Hartford, West Hartford, CT

B.S, English, Teaching Certificate, 1974 - Central Connecticut State University

Speaking Engagements:

Host and Producer, award-winning *MidLIFE Matters* program - WPAA-TV; 2013-present

SPEAKER ON PAY EQUITY - HOSTED BY LABOR ATTORNEYS; 2016

American Compensation Association (now World at Work): Two national conference presentations.

Publications: Co-developed a copyrighted Classification & Compensation System, Municipal Version, 2018. Three publications for women – Amazon.com (2011-2015) Two e-books on growing and retaining talent: Get to the Point Books.com (2011)

W. Lee Palmer, Managing Consultant -BIO

Mr. Palmer is an accomplished leader and administrator with proven expertise in Government Administration, Human Resources and Business Administration, Labor and Employee Relations, Contract Negotiations and Administration, Consulting and Partnering, Performance Management, Training and Development, Talent Acquisition, Employee Benefits, Classification and Compensation, Policy Development, Strategic and Workforce Planning, Organizational Development, Information Technology, Financial Management, Payroll, Facilities and Asset Management, Purchasing, Transportation and Food Services.

He has served as a Director of Finance and Director of Human Resources for Municipal Governments and Public-School Districts. In the past four years he has served as the Director of Finance and Administration for the Town of New Milford, CT; Director of Human Resources for the Town of Darien, CT and Chief of Human Resources for the Norwalk Public Schools. Before that he served as the Executive Director Human Resources and Information Technology in the Round Lake, IL Public School District and Director of Human Resources for the Plymouth, MN Intermediate School District for nine years.

His early career included twenty-seven years of various positions with the State of Connecticut working as Director of Administration, Human Resources, and Labor Relations for such departments as Department of Labor and Department of Corrections. He also served as the Deputy Commissioner/Director of Programs and Treatment for the Department of Corrections

Mr. Palmer has a Master's degree in Public Affairs from the University of Connecticut and a Bachelor's degree from Syracuse University Maxwell School of Citizenship. He is licensed in CT and IL as a School Business Manager.

Mr. Palmer works with Randi Frank Consulting and with his own consulting firm called Management Development Consultants, LLC which has been operating since 2009.

Organizations:

- Connecticut Quality Board of Selectmen at Rensselaer
- Connecticut Public Employer Labor Relations Association - (ConnPELRA)
- Society of Human Resources Management – SHRM
- National Public Employer Labor Relations Association – NPELRA

David Krings, ICMA-CM, SMC Managing Consultant - BIO

Mr. Krings has 35 years' experience at the top levels of state, county, and municipal governments. He is internationally recognized as a state and local government management practitioner and consultant. Mr. Krings has been on the professional staff of governors in both Wisconsin and Arkansas. He served as the County Administrator in Peoria County, (Peoria) Illinois and Hamilton County, (Cincinnati) Ohio. Both Hamilton County and Peoria County received national recognition for innovative, quality management during Mr. Krings' tenure. Mr. Krings also served as the Assistant Executive Director for Ramsey County (St. Paul) Minnesota.

Mr. Krings has a M.A. in Public Policy and Administration from the University of Wisconsin-Madison and a BA from Carroll College (Waukesha, Wisconsin). He has also studied at schools in Denmark and Mexico.

In 2005 Mr. Krings began his encore career, still in public service, but in a much broader capacity than in prior years. He is the part-time Administrator of Lockland, Ohio. He served as the part-time Advisor to the Mayor in Newtown, Ohio. He has had scores of consulting engagements with local jurisdictions and not-for-profits (largely through TechSolve, a not-for-profit consulting firm). He has been certified as a local government expert in litigation involving local governments. He has been on an advisory board of a company providing inmate telephone services (DC Telesystems). In 2009 he associated with the firm Good Energy to consult with local governments in the provision of cost saving electricity purchasing. He is also a managing consultant for Slavin Management Consultants.

Highlights from Mr. Krings' 13 years as Hamilton County Administrator include:

- Responsible for \$2.3 billion budget;
- Oversaw more than \$1 billion in development of Cincinnati riverfront including construction of a new NFL football stadium and a MLB baseball park;
- Developed small, minority, and female business development program;
- *Governing Magazine* and Syracuse University gave Hamilton County fourth highest grade among America's large urban counties for overall management;
- Gold Seal for Good E-Governance from National Academy of Public Administration;
- Top rated web site from National Association of Counties;
- Numerous Government Finance Officers Association of United States and Canada awards for Distinguished Budget Presentation; and
- ICMA Center for Performance Measurement Certificate of Distinction.

Organizations

- ICMA—Past President and Board Member
- National Association of County Administrators (NACA)—Past President
- First person to be President of both ICMA and NACA
- Recipient of American Society for Public Administration chapter Good Government Award

Randi Frank Consulting, LLC
Organizational Chart

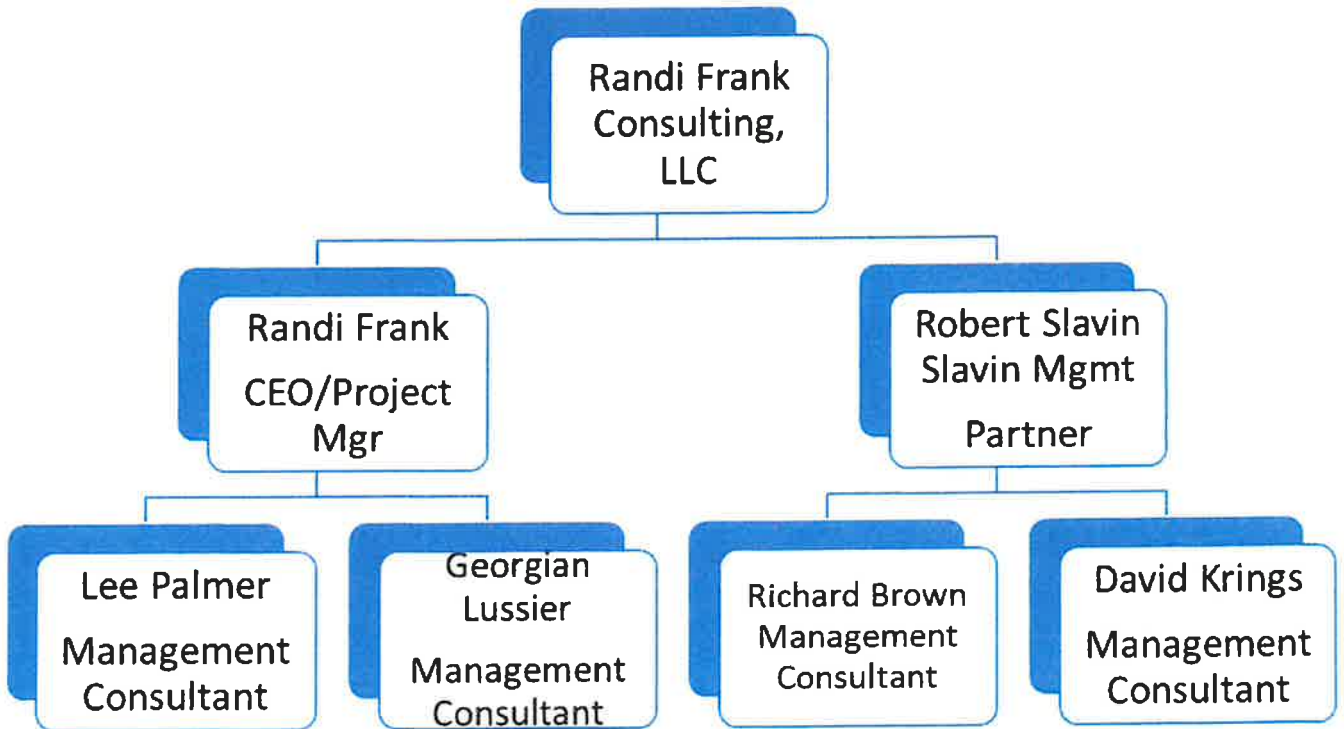


Exhibit B – Slavin Management Consultants Sample Client List & Affirmative Action/Woman & Minority Placements

Slavin Management Consultants Selected Client List

The following list of clients present organizations for which our principal Consultants performed significant project work. This client list spans some twenty years of experience of SMC consultants. Therefore, many of these clients' project contacts have moved to other agencies or, in the case of elected officials, may not hold office today.

Please contact SMC if you desire to speak with the individuals who were our project contacts. We will gladly give you the project contact's current telephone number and/or address.

Adams County School District #14, Commerce City, Colorado	City of Boynton Beach, Florida
Alameda County, California	City of Brownsville, Texas
Alameda-Contra Costa Transit District, Oakland, California	City of Bryan, Texas
American Public Works Association	City of Burbank, California
Arapahoe County, Colorado	City of Camarillo, California
Arrowhead Regional Development, Duluth, Minnesota	City of Carson, California
Association of County Commissioners Georgia	City of Casper, Wyoming
Bay Area Rapid Transit District, Oakland, California	City of Charlotte, North Carolina
Beaufort County, South Carolina	City of Chesapeake, Virginia
Birmingham Public Library, Alabama	City of Clearwater, Florida
Borough of Bergenfield, New Jersey	City of Columbia, Missouri
Brown County, Wisconsin	City of Columbus, Georgia
Broward County, Florida	City of Concord, New Hampshire
Buffalo County, Nebraska	City of Corpus Christi, Texas
California Housing Finance Agency	City of Corta Madera, California
California State Government	City of Culver City, California
Central Arkansas Library System	City of Dallas, Texas
CDC Federal Credit Union, Atlanta, Georgia	City of Davenport, Iowa
Chaffee County, Colorado	City of Decatur, Georgia
Chesterfield County, Virginia	City of Decatur, Illinois
Children's Board of Hillsborough County, Florida	City of Del Ray Beach, Florida
City of Aiken, South Carolina	City of Del Rio, Texas
City of Albany, Georgia	City of Denton, Texas
City of Alpharetta, Georgia	City of Destin, Florida
City of Anaheim, California	City of Dothan, Alabama
City of Ann Arbor, Michigan	City of Dubuque, Iowa
City of Arlington, Texas	City of Duluth, Georgia
City of Atlanta, Georgia	City of Durham, North Carolina
City of Atlantic Beach, Florida	City of Eagle Pass, Texas
City of Auburn, Maine	City of Edmond, Oklahoma
City of Aurora, Colorado	City of Elgin, Illinois
City of Austin, Texas	City of Enfield, Connecticut
City of Bartelsville, Oklahoma	City of Escondido, California
City of Bentonville, Arkansas	City of Evanston, Illinois
City of Berkeley, California	City of Fort Lauderdale, Florida
City of Beverly Hills, California	City of Franklin, Virginia
City of Birmingham, Alabama	City of Gainesville, Florida
City of Bisbee, Arizona	City of Gainesville, Georgia
City of Bloomington, Illinois	City of Galesburg, Illinois
City of Brea, California	City of Garden City, New York
	City of Glendale, Arizona
	City of Grand Rapids, Michigan
	City of Greensboro, North Carolina
	City of Gulfport, Florida
	City of Hemet, California

Slavin Management Consultants Selected Client List (cont)

City of Hercules, California
City of Highland Park, Illinois
City of Hollywood, Florida
City of Homestead, Florida
City of Huntington Beach, California
City of Independence, Missouri
City of Jacksonville Beach, Florida
City of Kalamazoo, Michigan
City of Kansas City, Missouri
City of Lakewood, Colorado
City of Lapeer, Michigan
City of Laramie, Wyoming
City of Laredo, Texas
City of Lenexa, Kansas
City of Liberty, Missouri
City of Little Rock, Arkansas
City of Long Beach, California
City of Los Angeles, California
City of Manassas, Virginia
City of Miami Beach, Florida
City of Milwaukie, Oregon
City of Minneapolis, Minnesota
City of Miramar, Florida
City of Modesto, California
City of Muscatine, Iowa
City of New Smyrna Beach, Florida
City of Norfolk, Virginia
City of Norman, Oklahoma
City of North Las Vegas, Nevada
City of North Miami Beach, Florida
City of Northglenn, Colorado
City of Oberlin, Ohio
City of Ocean City, Maryland
City of Oceanside, California
City of Olathe, Kansas
City of Oklahoma City, Oklahoma
City of Oxnard, California
City of Palm Bay, Florida
City of Palm Beach Gardens, Florida
City of Palo Alto, California
City of Panama City, Florida
City of Park Ridge, Illinois
City of Pasadena, California
City of Peoria, Illinois
City of Phoenix, Arizona
City of Pittsburg, Kansas
City of Pompano Beach, Florida
City of Portage, Michigan
City of Pueblo, Colorado
City of Richmond, California
City of Richmond, Virginia
City of Riverside, California
City of Riverview, Michigan
City of Roanoke, Virginia
City of Rockville, Maryland
City of Sacramento, California
City of St. Louis Park, Minnesota
City of Salem, Oregon
City of San Diego, California
City of San Fernando, California
City and County of San Francisco, California
City of San Jose, California
City of San Juan Capistrano, California
City of Sandersville, Georgia
City of Santa Ana, California
City of Santa Monica, California
City of Sarasota, Florida
City of Shaker Heights, Ohio
City of Simi Valley, California
City of Sioux City, Iowa
City of Springfield, Missouri
City of Sunnyvale, California
City of Sunrise, Florida
City of Takoma Park, Maryland
City of Titusville, Florida
City of Thornton, Colorado
City of Traverse City, Michigan
City of Topeka, Kansas
City of Turlock, California
City of Upper Arlington, Ohio
City of Valdez, Alaska
City of Virginia Beach, Virginia
City of Waco, Texas
City of Washington, Illinois
City of West Des Moines, Iowa
City of West Hartford, Connecticut
City of West Hollywood, California
City of West Palm Beach, Florida
City of Wichita, Kansas
City of Winston-Salem, North Carolina
City of Winter Park, Florida
City of Worthington, Minnesota
City of Ypsilanti, Michigan
Chesterfield County, Virginia
Clark County, Nevada
Cobb County, Georgia
Columbia Development Corporation,
South Carolina
Columbus Water Works, Georgia
Dade County, Florida
Dallas Area Rapid Transit District, Dallas, Texas
Dallas Independent School District, Texas
District of Columbia
Eagle County, Colorado
East Brunswick Township, New Jersey
Escambia County, Florida
Fairfax County, Virginia
Forsyth County, Georgia
Fremont County, Colorado
Fresno County, California

Slavin Management Consultants
Affirmative Action/Equal Employment Opportunity Policy

Slavin Management Consultants (SMC) is committed to building a diverse workforce which reflects the face of the community we serve, honors and respects the differences and abilities of all our employees and residents, and provides employees with the necessary opportunities, tools, and support to achieve their maximum potential.

Equitably managing a diverse workforce is at the heart of equal opportunity. Valuing diversity is the basis for a policy of inclusion. Diversity recognizes and respects the multitude of differences which employees bring to the workplace. Diversity complements organizational values that stress teamwork, leadership, empowerment, and quality service. Diversity means striving to maintain an environment in which managers value the differences in their employees and take steps to ensure that all employees know they are welcome.

To achieve workplace equity and inclusion, SMC will observe the practices outlined below:

- We will ensure that we do not discriminate in employment on the basis of race, color, religion, national origin, sex, age, disability, marital status, sexual orientation, creed, ancestry, medical condition, or political ideology.
- Our recruiting efforts will ensure that applicant pools are both capable and diverse.
- We will make employment decisions based on job-related criteria and will provide opportunities for entry and promotion into non-traditional jobs.
- We will ensure a workplace free of all forms of harassment.
- We will develop a procedure for prompt, thorough, and impartial investigations of discrimination or harassment complaints and will act on appropriate measures to provide remedy or relief to individuals who have been victims of illegal discrimination or harassment.

Measures to ensure accountability for managing diversity will be incorporated into the performance management system for supervisors and managers. The chief executive officer will evaluate the effectiveness of our diversity policies and programs.

By creating a workplace where everyone can work towards their maximum potential, SMC will retain quality, productive employees who will provide excellent services to our clients.

Slavin Management Consultants
Minority and Women Placements

Client	Position	African-American	Woman	Latino
ALACHUA COUNTY, FL	COUNTY ADMINISTRATOR			X
ASPEN, CO	CITY MANAGER		X	
AUSTIN, TX	CITY MANAGER POLICE CHIEF		X	X
BERKELEY, CA	CITY MANAGER	X		
	PUBLIC WORKS DIRECTOR			X
BEVERLY HILLS, CA	SANITATION DIRECTOR	X		
	LIBRARY DIRECTOR		X	
BOCA RATON, FL	CITY MANAGER		X	
	ASST. CITY MANAGER		X	
BRYAN, TX	MUNICIPAL COURT JUDGE		X	
	CITY MANAGER		X	
CAMARILLO, CA	CITY CLERK		X	
CARSON, CA	PLANNING DIRECTOR		X	
CHAPEL HILL, NC	TRANSPORTATION DIRECTOR HUMAN RESOURCE DIRECTOR		X X	
CENTRAL CITY ASSN. OF THE CITY OF LOS ANGELES (CA)	DIRECTOR OF SECURITY	X		
CHARLOTTE, NC	NEIGHBORHOOD SERVICES DIRECTOR	X		
COLUMBIA, MO	POLICE CHIEF	X		
	FINANCE DIRECTOR			X
CULVER CITY, CA				
DALLAS INDEPENDENT SCHOOL DISTRICT (TX)	CHIEF FINANCIAL OFFICER	X		
DALLAS, TX	CITY ATTORNEY		X	
DURHAM, NC	CITY MANAGER POLICE CHIEF PUBLIC WORKS DIRECTOR CITY MANAGER (#2)	X X	X X X	
ESCONDIDO, CA	CIVIC CENTER CONSTRUCTION MGR		X	
FRESNO, CA (PIC)	EXECUTIVE DIRECTOR	X		
GREENBELT HOMES, INC. (MARYLAND)	EXECUTIVE DIRECTOR		X	
HAMILTON COUNTY, OH	JOBS AND FAMILY SERVICES DIRECTOR		X	

Slavin Management Consultants
Minority and Women Placements

Client	Position	African-American	Woman	Latino
HILLBOROUGH COUNTY (FL.) CHILDREN'S BOARD	EXECUTIVE DIRECTOR		X	
JUPITER, FL	ASST. TO THE CITY MANAGER		X	
	PUBLIC WORKS DIRECTOR			X
KALAMAZOO, MI	CITY MANAGER		X	
	ASSISTANT CITY MANAGER		X	
LAKE COUNTY, FL	COUNTY ATTORNEY		X	
LAKE COUNTY, IL	PURCHASING DIRECTOR		X	
LEE COUNTY, IL	COUNTY ADMINISTRATOR		X	
	HUMAN RESOURCES DIR.	X		
LINCOLN ROAD DEVELOPMENT CORP.	EXECUTIVE DIRECTOR		X	
LONG BEACH, CA	POLICE CHIEF	X		
LONG BEACH, CA	EXECUTIVE DIRECTOR, CIVIL SERVICE COMMISSION		X	
LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY	SR. PROJECT MANAGER	X	X	
	PROJECT MANAGER	X		
	PROJECT MANAGER			X
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	EXECUTIVE DIRECTOR	X	X	
	DEPUTY EXEC. DIRECTOR			X
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	PUBLIC HEALTH DIRECTOR	X		
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	HUMAN RESOURCES DIRECTOR	X	X	
	DIRECTOR OF REVENUES		X	
METROZOO (MIAMI, FL)	DIRECTOR OF MARKETING		X	
MEMPHIS (TN) HOUSING	EXECUTIVE DIRECTOR	X		
MIAMI (FL) OFF-STREET PARKING SYSTEM	FINANCE DIRECTOR			X
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	EXECUTIVE DIRECTOR	X	X	
MIRAMAR, FL	CITY MANAGER		X	
MONTEREY COUNTY, CA	HOSPITAL ADMINISTRATOR	X		
NOAH DEVELOPMENT CORPORATION	EXECUTIVE DIRECTOR	X		

Slavin Management Consultants
Minority and Women Placements

Client	Position	African-American	Woman	Latino
NORFOLK, VA	HUMAN RESOURCES DIRECTOR	X		
	SR. ENGINEER		X	
NORFOLK, VA	SOCIAL SERVICES DIRECTOR	X		
OCALA (FL) PUBLIC HOUSING AUTHORITY	EXECUTIVE DIRECTOR	X		
OBERLIN, OH	CITY MANAGER		X	
ORMOND BEACH, FL	CITY MANAGER	X		
OKLAHOMA CITY, OK	CITY MANAGER	X		
PALM BAY, FL	HUMAN RESOURCES DIRECTOR		X	
PALM BEACH COUNTY, FL	ASSISTANT COUNTY ADMINISTRATOR		X	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	EXECUTIVE DIRECTOR		X	
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	EXECUTIVE DIRECTOR		X	
PALM BEACH GARDENS, FL	CITY MANAGER		X	
	CITY MANAGER			X
PALO ALTO, CA	CITY ATTORNEY		X	
PEORIA (IL) PUBLIC HOUSING AUTHORITY	EXECUTIVE DIRECTOR	X		
PRINCE WILLIAM COUNTY, VA	FIRE CHIEF		X	
RICHMOND, VA	CITY MANAGER	X		
	DIRECTOR OF PUBLIC HEALTH	X		
ROANOKE, VA	POLICE CHIEF	X		
	ECONOMIC DEVELOPMENT DIR		X	
	ASST. CITY MANAGER DIR. OF HUMAN SERVICES	X	X X	
ROCKVILLE, MD	ASST. CITY MANAGER		X	
SACRAMENTO, CA	HUMAN RESOURCES DIR.	X	X	
SAGINAW, MI	POLICE CHIEF			X
SAN DIEGO, CA	CITY MANAGER	X		
SAN FRANCISCO, CA	ASST. CITY ADMINISTRATOR		X	
SAN JOSE, CA	POLICE CHIEF	X		

Slavin Management Consultants
Minority and Women Placements

Client	Position	African-American	Woman	Latino
SANTA MONICA, CA	DEPUTY CITY MANAGER		X	
SARASOTA, FL	HUMAN RESOURCES DIRECTOR	X		
SARASOTA COUNTY, FL	DEPUTY COUNTY ADMINISTRATOR	X		
SHAKER HEIGHTS, OH	CITY ADMINISTRATOR		X	
SUNNYVALE, CA	PUBIC INFORMATION OFFICER		X	
	CITY CLERK		X	
TAKOMA PARK, MD	CITY MANAGER RECREATION DIRECTOR HOUSING AND COMMUNITY DEVELOPMENT DIRECTOR PUBLIC WORKS DIRECTOR	X X	X X X	
THORNTON, CO	PUBLIC INFORMATION OFFICER		X	
VIRGINIA BEACH, VA	HUMAN RESOURCES DIRECTOR	X		
VOLUSIA COUNTY, FL	COUNTY MANAGER		X	
WACO, TX	DEPUTY CITY MANAGER EX. DIR. - SUPPORT SERV. ASST. CITY MANAGER DIRECTOR OF FACILITIES	 X X	X	X
THE WEINGART CENTER (LOS ANGELES)	EXECUTIVE DIRECTOR		X	
WEST COVINA, CA	PLANNING DIRECTOR	X	X	
WEST MIFFLIN, PA	TOWN ADMINISTRATOR		X	
WICHITA, KS	HUMAN RESOURCES DIR COMMUNITY SERVICES DIR COMMUNICATIONS DIR DIRECTOR OF LIBRARIES HOUSING & DEV. DIRECTOR CITY MANAGER	X X X X X	X X X X X	
YPSILANTI, MI	CITY MANAGER	X		
ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)	EXECUTIVE DIRECTOR			X

Slavin Management Consultants
Minority and Women Placements
(Recent Placements)

Client	Position	African-American	Woman	Latino
ALBANY, GA	CITY MANAGER POLICE CHIEF ASSISTANT CITY MANAGER HUMAN RESOUC E DIRECT	X X X X		
BRANSON, MO	FINANCE DIRECTOR		X	
BROWARD COUNTY, FL	ASSISTANT DIRECTOR OF EQUAL EMPLOYMENT	X	X	
DECATUR, GA	CHIEF OF POLICE	X		
DISTRICT OF COLUMBIA	EXECUTIVE DIRECTOR ALCOHOLIC BEVERAGE REGULATIONS COMMISSION		X	
ESCAMBIA COUNTY, FL	ASSISTANT COUNTY ADMINISTRATOR	X		
EVANSTON, IL	CITY MANAGER		X	
FORT LAUDERDALE, FL	FIRE CHIEF	X		
FORT MYERS, FL	CITY MANAGER	X		
GAINSVILLE, FL	EQUAL EMPLOYMENT DIRECTOR	X		
GLASTONBURY, CT	HUMAN RESOUC E DIRECTOR	X	X	
GREENSBORO, NC	ASSISTANT CITY MANAGER	X		
HOLLYWOOD, FL	CITY MANAGER	X		
LA PLATA COUNTY, CO	HUMAN SERVICES DIRECTOR		X	
RICHMOND, CA	CITY MANAGER	X		
SELMA, AL	POLICE CHIEF	X		
STRATFORD, CT	HUMAN RESOUCES DIRECTOR		X	
TOPEKA, KS	CITY MANAGER	X		
VALDOSTA, GA	ASSISTANT PUBLIC WORKS DIRECTOR		X	
VENICE, FL	POLICE CHIEF		X	
VIRGINIA BEACH PARK TRUST (FL)	EXECUTIVE DIRECTOR	X		
WAKE COUNTY, NC	HUMAN SERVICE DIRECTOR			X
WEST PALM BEACH, FL	ASSISTANT CITY ADMINISTRATOR	X	X	

Exhibit C – Sample Profiles

Also see our websites for more samples of profiles

Woman owned small business certification available upon request

Insurance certificate available upon request

**THE TOWN OF PLAINVILLE, CT
INVITES CANDIDATES TO APPLY FOR
THE TOWN MANAGER POSITION**



Community Profile

Plainville, originally a part of Farmington, was first settled in 1657 and incorporated as a separate town in July 1869. The town covers 9.6 square miles. It is located 14 miles southwest of Hartford and located between the cities of Bristol and New Britain. It has easy access to major state and federal highways in central CT. Being part of scenic New England, Plainville is not far from Boston, NYC, the ocean, and the mountains.

Plainville enjoys a diverse economic base which includes small, midsized and large manufacturers including several spring and wire manufactures, electrical component makers, and many others. Plainville is also home to a number of medium and large sized construction firms (and quarries) that serve the State and region. The industrial history of the community dates to the 1820's and continues to this day. Plainville is a Town with deep traditions in community and family. The Town is known as a welcoming place to live with lots of volunteers who are willing to help their neighbors.

With its growing economic base, Plainville remains a regional employment center, and not just a suburban community within the Greater Hartford area. This has allowed the community to enjoy a relatively stable financial base and to make prudent investment in municipal infrastructure and public education. Attracted by the employment base and good schools, a significant portion of the population has moved to the community and stayed. Plainville is a well-run municipality which provides great services to its 17,619 residents.



Figure 1: Hartford County

Community Demographics –2021

Population—17,619
 Land Area—9.6 sq miles
 Number of Households—7637
 Median Age—43.3
 Median Household Income—\$72,175
 Poverty Rate—7%
 Total Active Businesses—2007
 New businesses registered in 2020—130
 School Population—2265
 Free Pre-K Enrollment—83
 Median Rent—\$1,027
 # of Housing Units—8261
 Owner occupied—71%
 Residents with Bachelor's Degree + 39%
 Residents with Associates Degree –10%

Key Employers

- Wheeler Clinic—Health
- Manafort Bros.—Construction
- Gem Sensors—Manufacturing
- Tilcon –Construction
- Americold—New Cold Storage

Fiscal Indicators - FY 21-22

- Standard & Poor's: AA+
- Municipal Expenditures: \$63,456,959
 - Schools \$39,826,972
 - Other \$23,629,987
- Net Grand List: \$1,429,265,383
- Median Home Value—\$219,700
- Property Tax is 78.2% of all revenues

Economic Development

As the sign says, “Plainville Welcomes Your Business.” Indeed, businesses are an integral part of the Plainville community. One can live, work and play without leaving Town because of businesses such as restaurants, retail, industrial, manufacturing, municipal airport, and offices.



A current project in one of the industrial parks is the construction of Americold, a roughly 200,000 square foot 12-story high first of its kind automated refrigerated warehouse to supply groceries to regional stores. When completed, Americold will be the second largest taxpayer in Town.

On the other side of town near the neighboring community of Southington, the last remaining industrial subdivision lot at Strawberry Fields Industrial Park has been sold and two buildings totaling 20,000 square feet have been constructed and occupied. Approximately 30 acres remain available for further development. This land is also located in a State designated “Enterprise Zone,” which offers lucrative business incentives to manufacturing firms.

In the Farmington Corporate Park, only two lots remain for development, one of which has been approved for up to 294,000 square feet and is seeking tenants. Recent construction of the Cancer Center and Medical Arts facilities in the new State Bioscience Zone provides opportunities to diversify the local economy. Interest in approximately 60 additional acres of developable land in that vicinity has grown recently as a local developer has been diligent in preparing plans for the future. Some of the plans include similar medical and technology development, and possibly a boutique hotel to serve the nearby medical facilities and the UCONN Medical Center in Farmington, another nearby community.

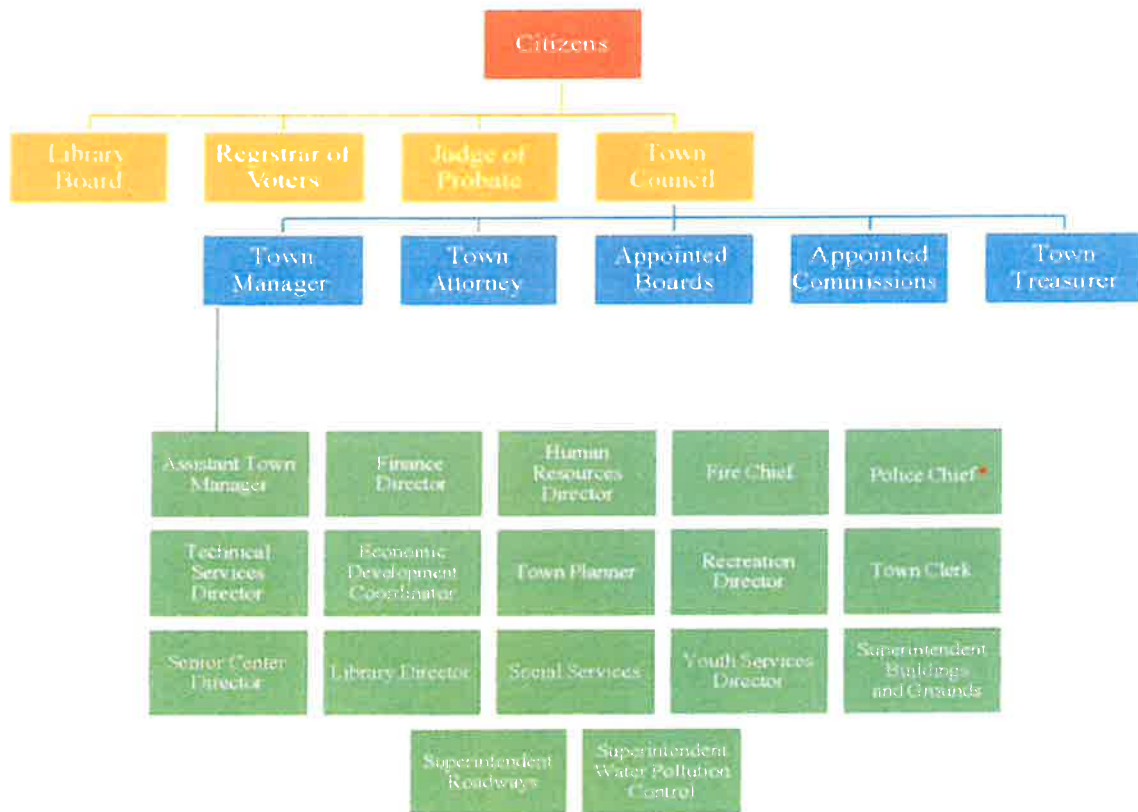
A new mixed-use development for the Downtown is in its final stages of approval. This 14 acre site, formerly known as the White Oak Construction Property is in negotiations with the Town. The Town secured \$1.1million State Brownfield Funds to redevelop and clean the property. The Town is in final negotiations with a selected developer for a mixed-use development featuring 170 apartments, commercial space, industrial condominiums, medical offices and 7 acres of open space near the Pequabuck River. The above project will also incorporate a portion of the Farmington Canal Heritage Trail (for walking and biking) that will be constructed through Plainville over the next several years. The trail expansion is being designed by the State Department of Transportation and construction will be paid using state grants. The State is expected to begin construction in 2023. The Plainville portion will connect with the current trail at the Southington and Farmington town lines. When completed, the Farmington Canal Heritage Trail will allow users to travel from New Haven to Massachusetts. This development will promote more activity and business for the Downtown and will be close to the Municipal Center, Police Department, Fire House, Historical Society, and Library. Preliminary plans are shown here.

The Town Manager, the Economic Development Coordinator and the Economic Development Agency will continue to work on all these efforts. In addition, they will continue to provide support and offer incentive programs, such as the Revolving Small Loan Program and Tax Incentive Program, to small businesses that are already in Town or want to relocate to Plainville





Town of Plainville Organizational Chart



*The Police Chief is appointed by the Town Council but reports to the Town Manager.

The Town Council appoints the Town Manager, Police Chief, Fire Chief and Fire Officers plus the Town Attorney (contracted), Town Treasurer and all Boards and Commissions not otherwise elected such as the Board of Education. The Library Board of Trustees (also elected) appoints the Library Director but all directors and chiefs report to the Town Manager. The Town Manager appoints all other department directors and employees under the Council/Manager form of government.

Form of Government

The Town has operated under the Council-Manager form of government since 1959. Policymaking and legislative authorities are vested in the seven-member Council. The Town Council is responsible, among other things, for passing ordinances, proposing a budget to the annual Town Meeting (which is an All-Day Vote), appointing committees, and hiring the Town Manager. The Town Manager is responsible for carrying out the policies and ordinances of the Council, for overseeing the day-to-day operations of the Town, and for appointing the heads of the Town's departments. To fill the seven (7) Town Council positions, both political parties may nominate five (5) candidates. No more than five (5) members of the Town Council can be from the same political party. All Town Council members are elected at large and serve two-year term (odd years– 2023 is next election).

The Town provides a full range of services including finance, human resources, town clerk, revenue collection, assessment; parks and recreation, senior services, youth and social services; fire and police protection; the management and maintenance of all Town buildings, roadways, and Town vehicles; collection of solid waste and recyclables (contracted); water pollution control; and education. Education is under the control of the elected Board of Education, which operates a high school, middle school and three (3) elementary schools. Water and Electricity are provided by private companies. There is no county government in Connecticut so other services not listed are provided by the State of Connecticut.

Consolidated Services

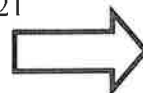
The Town continually strives to find more cost-effective ways to efficiently conduct Town operations and services. To this end, they are one of the few Connecticut municipalities that have consolidated services with the Board of Education. The revised Charter provides that the Town shall have a Finance Director who serves both the Town and Schools. Both use the same financial software. Plainville has also consolidated Human Resources Services with one HR Director serving both the Town Manager and the School Superintendent. Technology Services are also consolidated. The Schools' IT Department started to work with the Town about six years ago. IT updated old systems in each department and now has a regular schedule for equipment replacements. IT manages phone systems, and security cameras and is also updating wi-fi outside each building and at the Town Parks. In the next several months, Town buildings will be connected through a fiber network.



Municipal
Robertson
Airport



Pumpkin
Festival
2021



Department Highlights

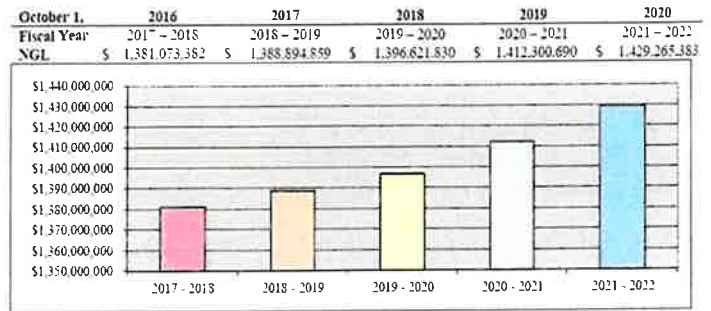
Town Council Program Objectives FY 2022

- Continue to explore methods of reducing municipal spending in future years.
- Continue to explore new areas to consolidate and share resources locally and regionally.
- Continue to work with the Economic Development Agency to diversify the Plainville tax base and ensure a “business friendly” community. Work with local businesses to see what can be done to help them prosper.

Town Manager Budget Goals FY22

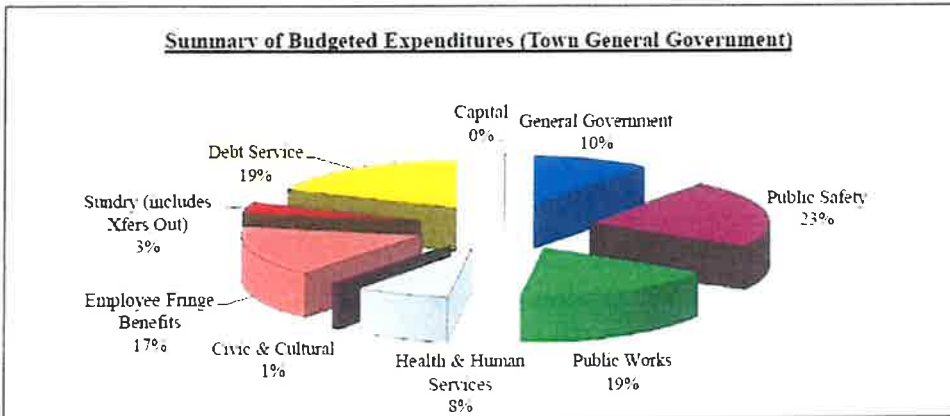
- ⇒ Improve infrastructure
- ⇒ Improve the efficiency of government operations
- ⇒ Improve existing public services
- ⇒ Provide citizens with new services
- ⇒ Explore ways to control spending
- ⇒ Cross train town departments
- ⇒ Explore ways to share resources regionally
- ⇒ Continue economic development support

Town of Plainville
Net Grand List (NGL)
Last 5 Budget Years



Finance Department serves both the Town and Schools with Payroll Coordinator, Accounts Payable Clerk and Business manager as school employees and plus an Account Analyst and Accounts Payable Clerk who are Town employees. The Finance Director also supervises the Assessor/Revenue Collection combined office with a certified Assessor and Tax Collector and 4 staff members who are cross trained on both. Besides investments, audits, financial reporting, debt management, employee benefits, capital improvements and risk management,

the Finance Director is responsible to work with the Town Manager and School Superintendent to develop the Town Budget. Highlights shown here:



FY21-22 Budget

Total Town Government
\$19,191,787

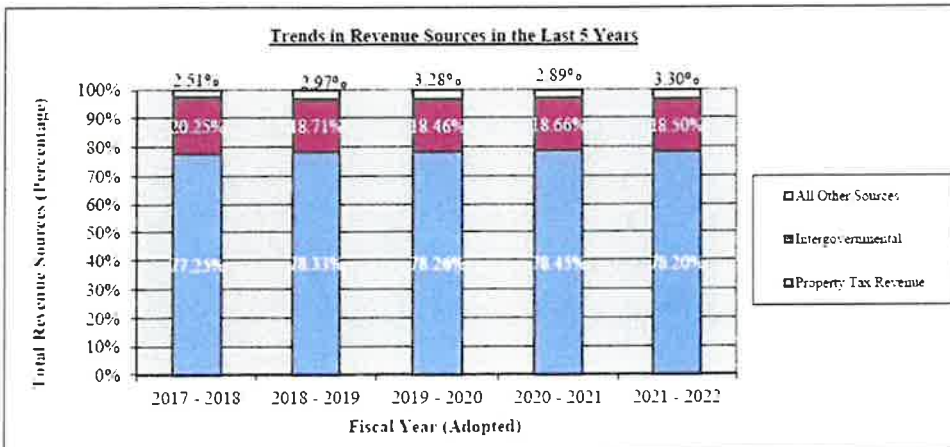
Debt Service
\$4,430,350

Interfund Transfers Out - Capital
\$7,850

Total Town General Government
\$23,629,987

Board of Education
39,826,972

Total Town Operating Budget
\$63,456,95



Department Highlights (Continued)

Police Department: The Plainville Police Department is responsible for providing all aspects of law enforcement and police services to the Town. The functional units are Administration, Patrol, Detective, Records, and Communications/Dispatch & 911 plus Animal Control. A new Police Chief just started in January. The Department has 46 full-time employees which includes 2 SROs. The Plainville Police Department is committed to community policing.



Fire Department: The Fire Department is responsible for fire protection within the community and consists of approximately 61 volunteers that operate out of one station on a 24-7-365 basis. Volunteer members are highly trained with over 95% of firefighters being state certified in basic firefighting. Ninety percent are certified in advanced and specialty areas. Ambulance service is provided by a private firm. The Fire Station and all apparatus are owned by the Town.

Public Works: Public Works is charged with the planning, design, development, construction, and maintenance of all Town physical structures including roadways, drains, buildings, grounds, and waste disposal systems. Public Works is also responsible for the Town's vehicle and equipment maintenance. Public Works includes the following divisions that report to the Town Manager: Roadways; Buildings & Grounds; Technical Services -Engineering, Building Inspector, Fire Marshal; and Water Pollution Control. The Water Pollution Control Facility (WPCF) has a self-supporting fund and recently upgraded to a Tertiary Treatment plant including nitrates and phosphorus



Health & Human Services: Health services are provided by a regional agency known as the Plainville-Southington Regional Health District. Town services include a Senior Center which is recognized as a regional leader and was recently honored as a United Way's "Change Maker." Services provided include transportation for seniors and disabled, lunch programs, trips, exercise programs and a nurse and social worker to assist the seniors.

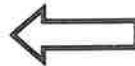
The Town employs a Youth Services Director who works with youth and their families as well as with the schools. A part-time Social Services Director assists those in need to find the resources at the State and regional level or through local donated funds.

Town Clerk Office serves as the Clerk to the Town Council to take minutes and post agendas. The Office also handles all land records, and vital statistics-birth, death and marriage certificates, serves as records manager for the Town and handles various licenses (dog and hunting), and registration of business trade names, etc.

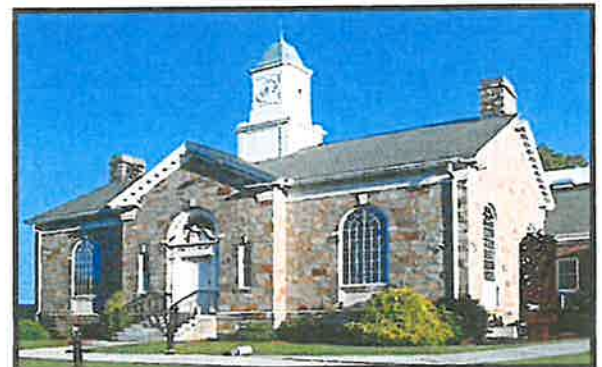
Civic & Cultural Services: This includes the Library and Parks & Recreation. The Plainville Recreation Department provides a wide variety of leisure time programs at Town Parks, Norton Park is the largest and has both ball fields and a pool. Programs such as trips, day camps and sports activities are aimed at providing a positive environment for the many participants. The Library Director reports to a Board and the Town Manager. The Library receives 85% of its funding from the Town and the rest from an endowment. The Library databases are available 24/7 via the internet. The Library provides many programs to both children and adults via Zoom or in person when able. They are working on a makerspace project.



Norton Park



Plainville Library



Characteristics of the Ideal Candidate:

- ⇒ Outstanding communication skills with Council, staff and citizens including through social media and on Plainville Talks Facebook page
- ⇒ Excellent management and organizational skills to implement projects and provide a high level of services
- ⇒ Mediation skills to deal with citizen concerns and negotiation skills related to union contracts
- ⇒ Non-partisan manager who communicates directly with all Council members regularly to keep them informed and to discuss options for new innovative ways to provide Town services
- ⇒ Personable and approachable leader with an open door policy for staff and citizens
- ⇒ Experience with recruiting and retaining qualified staff to replace a number of vacancies or retirements
- ⇒ Excellent economic development skills to work with small and large businesses and find funds to support open space and tax abatements while increasing the Grand List
- ⇒ Manager who will listen to staff's ideas and help to promote new programs or existing programs
- ⇒ Ability to serve as chief spokesperson for the Town
- ⇒ Commitment to continuing a collaborative relationship with the Superintendent of Schools and the various consolidated services between the Town and Board of Education
- ⇒ Analytical skills to see and understand all parts of a project and how to implement it
- ⇒ Ability to manage multiple projects simultaneously—a multitasker
- ⇒ Strong knowledge of municipal government, financing and grant funding
- ⇒ An engaged and strategic planning manager who is fair and holds staff accountable
- ⇒ A team leader who builds bridges not walls
- ⇒ Ability to explain complex issues in writing and verbally
- ⇒ A manager who walks around to get to know staff and services, and who attends boards and commissions meetings to understand their roles
- ⇒ Willingness to participate in community events
- ⇒ Professional, personable, ethical leader who does the right thing for the whole Town with integrity
- ⇒ Collaborative skills with all stakeholders, staff and regional and state agencies
- ⇒ Ability to implement training that fosters an inclusive environment for all employees
- ⇒ Empowers department heads and staff while also providing them opportunities for professional development and advancement
- ⇒ Serves as a hands-on manager with the Assistant Town Manager and Executive Assistant in the Town Manager's office
- ⇒ Fosters creativity and innovation
- ⇒ Research skills to find innovative ways to provide services in a cost effective and efficient manner

Qualifications:

- Required Master's Degree in public or business administration or a closely related field. With ICMA Credential Manager status or other executive level certification programs preferred. Minimum of five (5) years of responsible executive and management experience which provides a demonstrated ability to perform the duties of the position; or any equivalent combination of education and experience (such as Bachelor's Degree and 8 years of experience)
- Preference for experience with budget, planning for the future, operations, economic development, project management, municipal experience, Council relations, human relations, labor relations, and financial management
- Preference for manager that works with regional entities, other towns, state agencies and national and state professional associations

The Town Charter lists a residency requirement for the Manager, but the Town Council will provide up to 2 years to meet this. In addition, they will be pursuing a charter revision eliminating the requirement.

Challenges & Opportunities

- ◆ Monitor and oversee various economic developments such as: White Oak project downtown, completion of Americold, and various projects in the two industrial parks
- ◆ Hire a new Assistant Town Manager (who can supervise some departments to reduce the direct reports for the Town Manager) and be prepared to hire new professional staff who will be retiring
- ◆ Manage such projects as the closing of the Landfill, Municipal Airport improvements based on FAA regulations, sewer expansion in a 50 year old neighborhood, implementation of the Farmington Canal Trail in conjunction with the State, bonding and implementation of the middle school renovations, continue overseeing Road/Sidewalk projects
- ◆ Assist with the decisions on how to spend the ARPA Funds. The Town is currently looking at various capital projects to catch up with equipment and infrastructure needs
- ◆ Plainville is known as a well-managed Town and where people move for the good schools and the family friendly atmosphere. There are many generations of families that have lived in Plainville for a long time.
- ◆ Current Town Manager is retiring after 17 years and previous managers also had strong tenures.
- ◆ There is a dedicated staff of public servants who want to provide the best services to the public; however, there has been a loss of systems knowledge with a large number of retirees in the past few years.
- ◆ The computers are up-to-date but there are some systems that need to be modernized such as payroll that includes a digital time clock. More digitizing of Town Clerk records is also needed.
- ◆ The FY 22-23 Budget should be in place for the new Town Manager which will provide time to get up to speed
- ◆ Private water company was acquired by Aquarion—will need to develop a good relationship
- ◆ A forward focused Town Council wants to research broadband and continue to effectively deliver services that meet public needs and positively impact the quality of life.

Compensation and Application Process

Open and competitive beginning salary DOQ's (\$160,000-\$180,000) supplemented by an excellent benefit package.

- ⇒ Benefits provided in accordance to Pay Plan—includes PPO Health Plan from CT State Partnership Plan for employee & family with 18% for premium share by employees—Defined Contribution Retirement Plan ICMA (401a) Employees contribute 6.5% and the Town contributes 9%
- ⇒ 13 Holidays, 18 days of Sick Leave for a maximum of 150 days, 3 Personal Days plus negotiated vacation leave and attendance at professional conferences for Town Manager

Plainville is an AA/EOE employer

If you are interested in this position or have questions, on position, residency, or salary and benefits please contact Ms. Frank at the address below before applying. To apply now for this great opportunity please submit your cover letter and resume to Ms. Frank. Position will remain open until filled; first screening date is May 15, 2022. The Town is anxious to fill the position as soon as possible, so a quick response is strongly recommended. Ms. Frank will screen resumes as they arrive. Well qualified applicants will immediately be asked to complete a comprehensive supplemental questionnaire. Qualified candidates will be reviewed by the Town Council ASAP with a 20 minute zoom interview if they approve of the candidate.

More information is available on websites: Budget
<https://www.plainvillect.com/finance-department/files/fy-2022-adopted-budget>
Economic Development Videos <https://www.elocallink.tv/m/v/player.php?>

Ms. Randi Frank
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www.randifrank.com



**TOWN OF GRANBY, CT
OUTSTANDING OPPORTUNITY
TO SERVE THE CITIZENS
AS THEIR NEXT TOWN MANAGER**

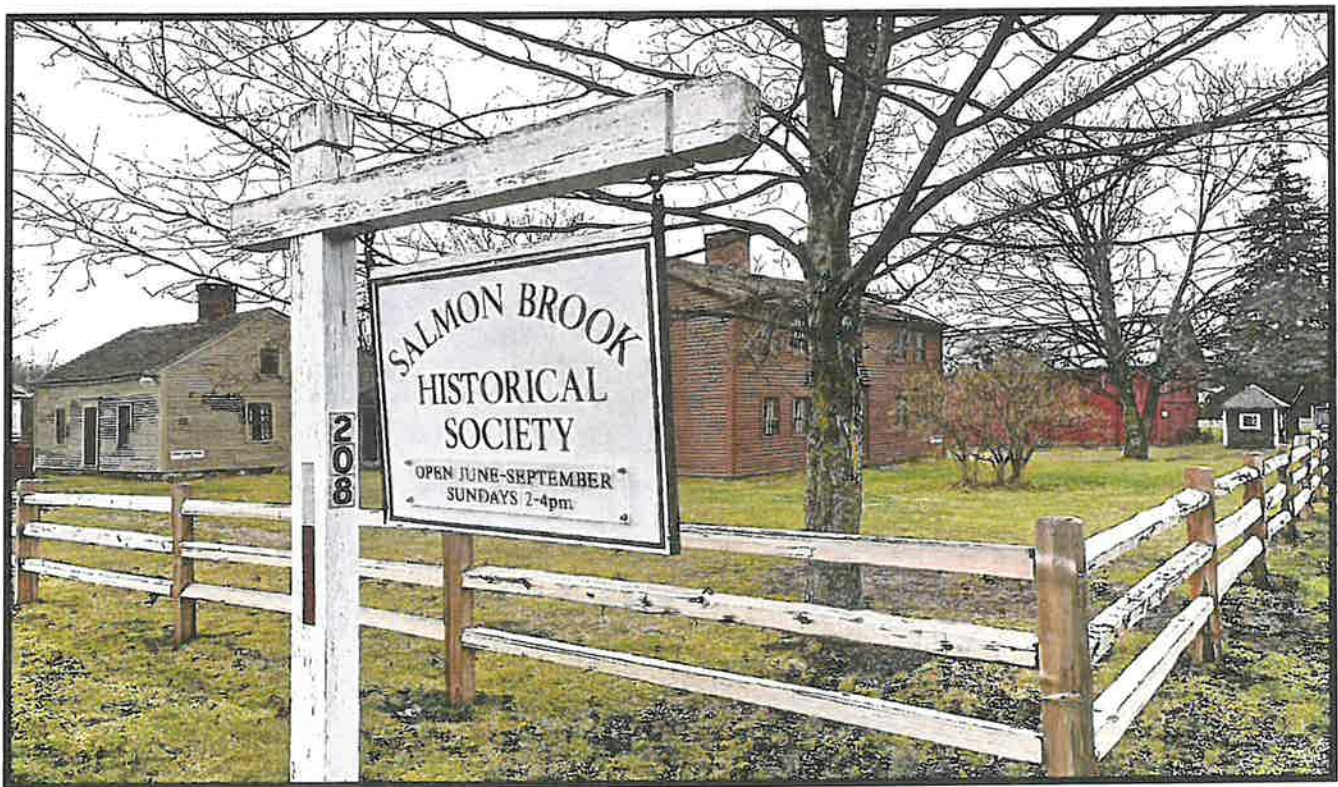
About the Community

The Town of Granby was incorporated in 1786 from Simsbury and covers 40.7 square miles on Connecticut's north central border with Massachusetts. Primarily a rural residential community with an estimated population of over 11,000, 6 miles from Hartford/Bradley Airport, and located 13.6 miles north of Hartford. The Town is bordered on the east by the Towns of Suffield and East Granby, on the south by Simsbury and Canton, and the west by the Towns of Barkhamsted and Hartland.

The Town is served by State Routes 10, 20, 189, 202 and 219. Interstate 91 is 8.6 miles to the east which provides north-south commercial and passenger motor transportation. While primarily residential in character with 4689 dwelling units (mostly single family units), Granby also has more than 100 commercial and industrial buildings and almost 500 acres zoned for commercial and industrial use. There are many farms still operating in Granby and about 40% of the land is preserved open space.

Brief History:

Part of Simsbury, Granby was at the fringes of English civilization. These “outlanders” as they were later called, lived between the two branches of the Salmon Brook isolated from the main Simsbury settlement. After a bitter struggle, the General Court allowed them to set up their own congregational church society in 1736. For a time, the people of Granby clung to their ideals about the “covenanted community” where all worked together and worshipped together. In the early 19th century they attempted to build more manufacturing shops to improve the economy, but discovered that they would not be able to compete with the steam powered factories in the cities located along better transportation routes. During the temperance movement, Granby remained, throughout the century, Hartford County’s leading cider distilling area. In spite of the determined attempts of some citizens to make Granby “dry,” the majority could not see outlawing the only profitable industry in town.



During the second half of the 19th century Granby’s population growth remained relatively stable. The vast majority of people either owned farms or worked on the farms of others. Some people made significant fortunes as lawyers, merchants and cider brandy manufacturers. Even though the years of the late 19th and early 20th centuries were hard times in which to make a living in farming, a resurgence of communal spirit in various villages made Granby a good place to live. Each village was a world within itself, a network of kinfolk, farmers, and craftsmen, dependent upon each other for material and spiritual sustenance similar to the early puritans of the 18th century

The 1950’s brought new changes to Granby (population 2,693). Suburbanization was slow in arriving but the population finally began to grow after 1950 with new housing developments. Granby today still retains much of its rural New England flavor. Many old houses, old families and old roadways provide evidence of the original ways of the first settlement in Granby.

Form of Government

Granby is governed by a Town Charter which was last revised in November 2012. The Town operates under a Selectmen/Town Manager form of government established in 1960. A five-member Board of Selectmen acts as the Town legislative body, except as otherwise provided by the Town Charter. An appointed Town Manager serves as the Town's chief executive officer. Selectmen are elected biennially for two year terms. The First Selectmen is voted separately by the citizens. An elected Board of Finance is responsible for presenting and recommending the annual budget to the voters for approval (machine vote).

The Town Manager prepares the annual budget with the Administration & Finance Officer and meeting with all Department Heads. The budget is presented to the Board of Selectmen for review and changes to the Town Budget excluding the Board of Education Budget. Then the Board of Selectmen and Board of Education submit their budget to the Board of Finance for final adjustments which is then sent to the Citizens for approval. It has been a tradition in the Town for the Board of Selectmen, Board of Finance and Board of Education to meet on a regular basis to set guidelines for the budget and other issues as a team effort. The Town of Granby has also developed a 5-10 year fiscal indicators budget to be prepared for the future.

2016-17 Budget

Revenues

Expenditures

Total = \$43,774,191	Total = \$43,774,191
Current Tax Levy = \$34,127,531	Municipal = \$15,341,555 (incl. debt \$3,562,991)
Intergovernmental Revenues = \$7,403,579	Education = \$28,432,636



Town Demographics

Population – 2014 = 11,310 (Projected 2020 - 11,695)

Square Miles = 41

Poverty Rate – 2014 = 2.5% Unemployment Rate = 4.6%

Education Attainment (2014) – Bachelors or Higher = 59%

Enrollment of Students (2015-16) Pre K – 12 = 1,953

Estimated # of Town Employees = 56

AA+ Bond Rating by Standards & Poors

Housing Units (2014) = 4689 (most single family homes)

Median House Price (2014) = \$289,000

Distance to Hartford 13.6 miles, Providence 74 miles, Boston 97 miles, NYC 106 miles

40% of land is permanently preserved as open space by deed (includes farms)

15% of land is active farm lands

160 Acres are dedicated to current commercial properties – 7% of the Tax base

Department Highlights

Administration and Finance – includes the major offices of Assessor, Revenue Collector, Accounting, Town Clerk, and Town Manager. The Assessor's office is currently working on a revaluation for the October 2017 Grand List. The Revenue Collector handles all tax collection plus sewer revenues and all accounts receivable from all departments. The Town Clerk handles such things as land records, birth/death certificates, dog licenses, and elections and serves as the Clerk to the Board of Selectmen. The Administration & Finance Officer along with the Town Manager's office oversees accounting functions and all administration efforts such as risk management, payroll, audits and budget preparation. The Town Budget has received awards from GFOA for the past 10 years

Police Department has 16 sworn officers providing 24-hour coverage of the Town of Granby and manages the central dispatch for police, fire, ambulance and 911 calls.

The Fire Marshal handles all required inspection and investigates all fires and serves as the Emergency Management Director on a part-time basis. Lost Acres Fire Dept. provides fire prevention service with volunteers; Ambulance services are provided by volunteers and paid staff.

Health Services are provided by the regional Farmington Valley Health District.

Community Development, managed by a Director supervises building inspections and zoning enforcement and oversees the inland wetlands consultant and consulting Town Engineer. The Director serves as the Planner and liaison with the Planning & Zoning Commission, Development Commission and handles various community development grants. The Building Official also serves the Town of Hartland through a regional service fee.

Public Works manages a transfer station, recycling efforts, roads, snow removal, fleet, bridges, storm water/drainage issues, parks maintenance and facilities maintenance. The department has a staff of 16 full time employees

Library Services are provided at both the main library located at the Municipal Complex and a branch library. Programs are provided to children, adults and families. Computers are provided through the Library which make vast resources available to the public.

Social Services department includes the Senior Center, Youth Services, mini-van transportation, and various social services for those in need. Services include an in-take process that directs clients to State Services as appropriate. The Director serves as Senior Center Director and Human Services Director. Youth Services include counselors and various programs. The Senior Center is an accredited Senior Center which provides a full schedule of programs includes lunch program 2 days a week. Regional services are provided to East Granby for Youth Services and East Granby provides some Social Services to the Town of Granby.

Parks & Recreation manages 2 parks and one facility complex. Programs are paid through a self-sustaining revenue budget (excluding the Directors salary):

- Salmon Brook Park with pond/beach, many fields, playground, walking paths, summer day camps, concessions, summer entertainment and rental facility.
- Ahrens Park has fields and rental for picnics.
- Holcomb Farm provides facilities for rent (including weddings) and special programs and summer art camps. The farm also operates a community supported agriculture - CSA program with 26 acres of vegetable production

Schools

The Town has 4 schools, Pre-Kindergarten to 2nd grade, 3rd grade to 5th grade, middle school and high school. The school system is the heart and soul of the community. The community is very proud of a number of awards received such as:

- High School of Distinction & Excelling High School (2014 & 2015); Ranked CT 13th best High School in US News & World Report 2013; Intermediate School was finalist for School of the Year program and Exemplary Award for School Climate - 2015; Granby Board of Education was 2014 Recipient for Distinguished Leadership Award.

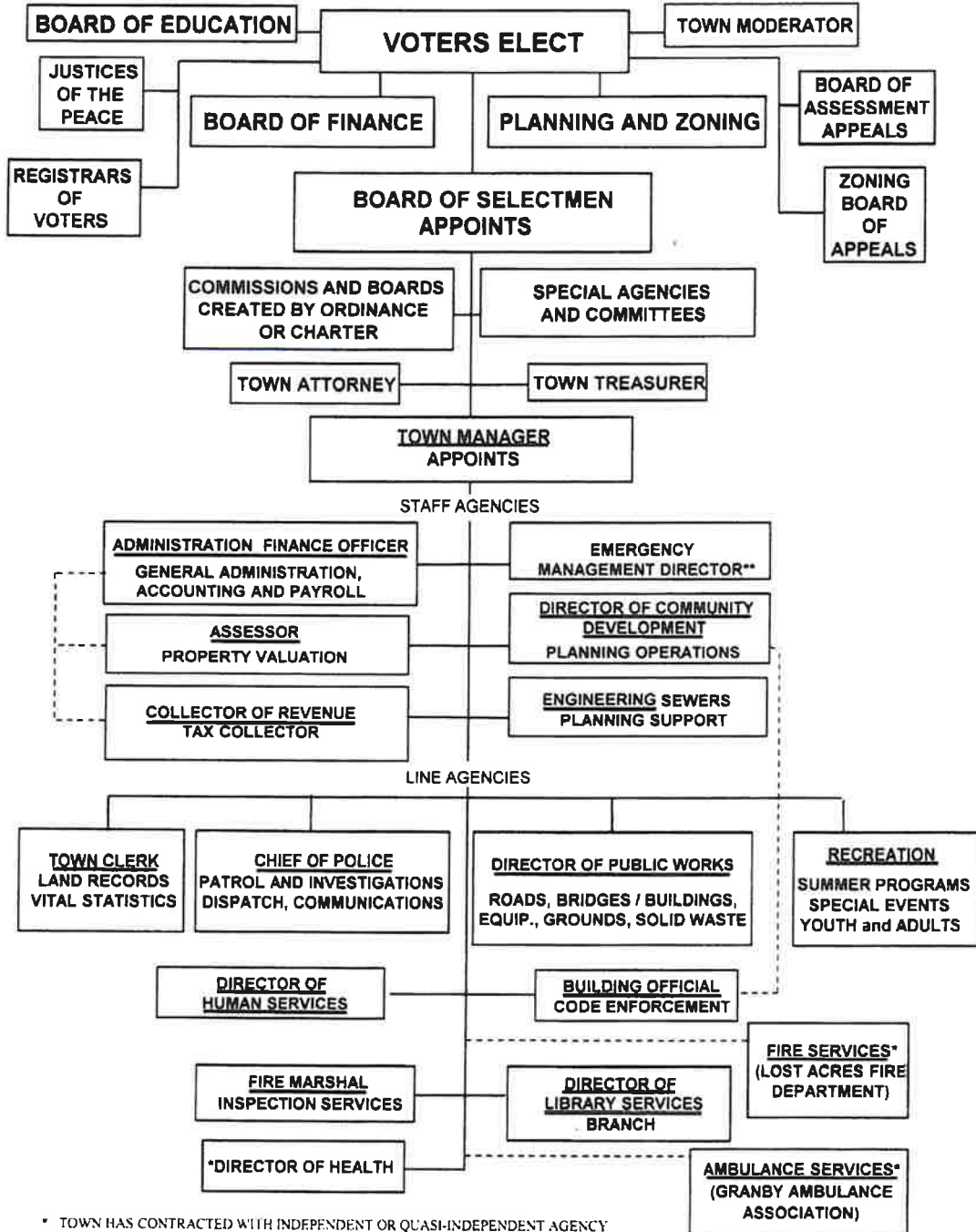
Town Manager Responsibilities:

The Town Manager is the chief executive officer for the Town Government, with responsibility for the operations, policies and financial affairs of the Town departments, offices and agencies. He/She coordinates all departments, offices and agencies; assures adherence to laws and Charter provisions and implements Board of Selectmen directives and policies. The Manager is authorized to appoint department heads. Administrative authority is exercised through them. The Manager is appointed and serves at the discretion of the Board of Selectman (BOS).

- ⇒ Prepares the annual Town operating and capital budgets for submission to the BOS; reviews budget components with various departmental officials and makes appropriate modifications
- ⇒ Appoints and evaluates the performance of department heads
- ⇒ Directs negotiations of collective bargaining agreements; administers the Town personnel system
- ⇒ Develops long and short term goals for Town operations, finances, services and organization
- ⇒ Attends meetings of the BOS and other appropriate Boards and Commissions to present information, suggestions, answer questions, etc.
- ⇒ Implements BOS policies, directives and ordinances
- ⇒ Maintains liaisons with various public jurisdictions, regional and state agencies and others doing business with the Town; answers public inquires and complaints
- ⇒ Serves as Human Resources Director, Chief Financial Officer, Purchasing Agent, Risk Manager, Public Information Officer and oversees information technology.



TOWN GOVERNMENT GRANBY, CONNECTICUT



* TOWN HAS CONTRACTED WITH INDEPENDENT OR QUASI-INDEPENDENT AGENCY
 ** THE EMERGENCY MANAGEMENT DIRECTOR COOPERATES WITH OTHER TOWN DEPARTMENTS AND EXTERNAL AND SUPPORT AGENCIES - ADDITIONAL SUPPORT STAFF PROVIDED AS NEEDED

Characteristics of the Ideal Candidate:

- ⇒ Labor Relations & Human Relations experience including union negotiations, grievance management, discipline, personnel policies, recruitment, compensation and benefit administration
- ⇒ Information Technology experience and knowledge to move to more efficient methods
- ⇒ Excellent communication and public speaking skills and a good listener
- ⇒ Ability to work with local groups and organizations
- ⇒ Strong finance, budget, grants administration skills
- ⇒ Very knowledgeable about municipal government and interrelations with various regional and state agencies
- ⇒ Open minded and open door policy – needs to be available to the public
- ⇒ Active in professional associations and regional associations to network and keep informed of all relevant issues
- ⇒ Promotes the professional development of staff
- ⇒ Ability to hire the best employees for the community – continue the Town’s practice of hiring dedicated staff who can work independently under strong leadership
- ⇒ Need to develop a vision for the Town so everyone knows what they are working towards
- ⇒ Sense of humor
- ⇒ Ability to provide services without new resources – look for efficiencies
- ⇒ Calm demeanor – unflappable – handle issues in a professional manner
- ⇒ Keeps Board of Selectmen informed about important events so everyone is on the same page. Straight forward answers – concise but thorough
- ⇒ Manager who is approachable, has integrity and is collaborative



Qualifications:

Master’s in Public Administration, Government, MBA or related field with a minimum of 3-5 years of successful performance and experience in municipal management. Requires experience with Labor Relations, Finance Administration, Budgeting, Capital Improvement Programming, Purchasing/Bid Procedures, Personnel Administration, Public Relations, and Grant Administration. Knowledge of municipal operations and intergovernmental management required. Experience with municipal technology important. ICMA-CM (certified manager) designation preferred or willingness to obtain certification within a few years after appointment.

Issues & Opportunities

- ◆ Will need to deal with state government cuts to municipal budgets this year and possibly in future years.
- ◆ Review operations to find additional ways to share services with other towns, schools, regional agencies, etc. (i.e. central dispatch with other towns).
- ◆ Improve service delivery with new technology where possible.
- ◆ Granby has a strong Town Manager form of government – Manager retiring after 39 years in the position.
- ◆ Balancing development of commercial properties to increase taxes with the goal to remain a rural residential community.
- ◆ Upcoming decision on use of vacant school – reuse for other purposes or demolish
- ◆ Future project includes updating all emergency communication (dispatch & radios) plus phone communication– likely to be bonded.
- ◆ Succession planning: some vacancies expected in the next 1-4 years of long term department heads.
- ◆ An updated website is active.
- ◆ Review of service delivery and proper staffing of each department.
- ◆ Review of administrative function and the need for attention by Town Manager of human resources and IT services which effect all departments.



Compensation and Application Process

Open and competitive beginning salary DOQ's supplemented by an excellent benefit package.

- ⇒ Benefits negotiable – similar to management employees
- ⇒ Moving expenses negotiable
- ⇒ ICMA Retirement Corporation Plans
- ⇒ Residency required unless special circumstances are approved

If you are interested and meet these qualifications and want to be considered for this exceptional career opportunity, please mail or email your resume and cover letter by April 7, 2017 to Ms. Frank. Top candidates will be asked to complete a questionnaire so early applicants will have more time to prepare responses. More information is available on websites:

www.granby-ct.gov

www.randifrank.com

www.slavinmanagementconsultants.com

Ms. Randi Frank
Randi Frank Consulting, LLC
7700 Hoover Way
Louisville, KY 40219
203-213-3722
randi@randifrank.com
www.randifrank.com



Item 2

Facilities Supervision / Special Projects Request
ADDITIONAL & SUPPLEMENTAL APPROPRIATION APPLICATION

ABSTRACT Adding Facilities Supervisor / Special Projects Responsibilities to
Communications Center Director Job Description

AMOUNT \$ 7,341
FYTD PRIOR SUPPLEMENTAL 66,185 for FY23

BACKGROUND Supplemental appropriation to provide facilities supervision and special projects oversight during the Town Administrator position vacancy. Total request = \$7341 (13 Weeks @ \$451/wk = \$5863. FICA add \$449. Pension add \$1029.)

BOS/BOE ACTION \$5,863 PASSED BOS MEETING 3-0 ON 3/7/23; FICA & PENSION WILL BE 3/16

PROCUREMENT COMPLIANCE N/A

SIGNATURE *Samantha Nestor*
DATE 3/10/23

**Adding Facilities Supervisor / Special Projects Responsibilities to
Communications Center Director Job Description
13 Weeks (April 1, 2023 - June 30, 2023)**

In addition to the responsibilities of the Communications Center Director:

1. Daily Supervision of Town Hall Custodian

2. Facilities Manager for the following buildings:

- Town Hall
- Norfield Firehouse
- Jarvis House
- Library
- Town Hall Annex (Town of Weston portion)
- DPW Building
- Ivy Cottage
- Transfer Station
- Water System (Ravenwood & School/Town Hall Complex)

3. Serve as Town Representative for special projects:

- Currently
 - Records room in basement
 - Police locker room / bathroom renovation
 - Heat boost in PD basement
 - Gable replacements
 - Window well
 - Air handler in library basement
 - Town Green project

Compensation:

- Approximately 10 hours per week added time/responsibility
 - At top-step hourly pay rate \$45.10
 - Weekly \$451
 - Total \$7341
 - Pay = \$5863
 - FICA = \$449
 - Pension = \$1029



Board of Selectmen's Proposed Budget

Fiscal Year
2023-24

Proposed by the Board of Selectmen on 2/16/23

Budget Goals

- Maintain town services at reasonable costs
- Address infrastructure needs (roads, bridges, sidewalks)
- Minimize mill rate impact
- Assess both expenditures and revenues realistically
- Recognize that grand list growth has recently increased, helping to offset several obligatory increases in the budget



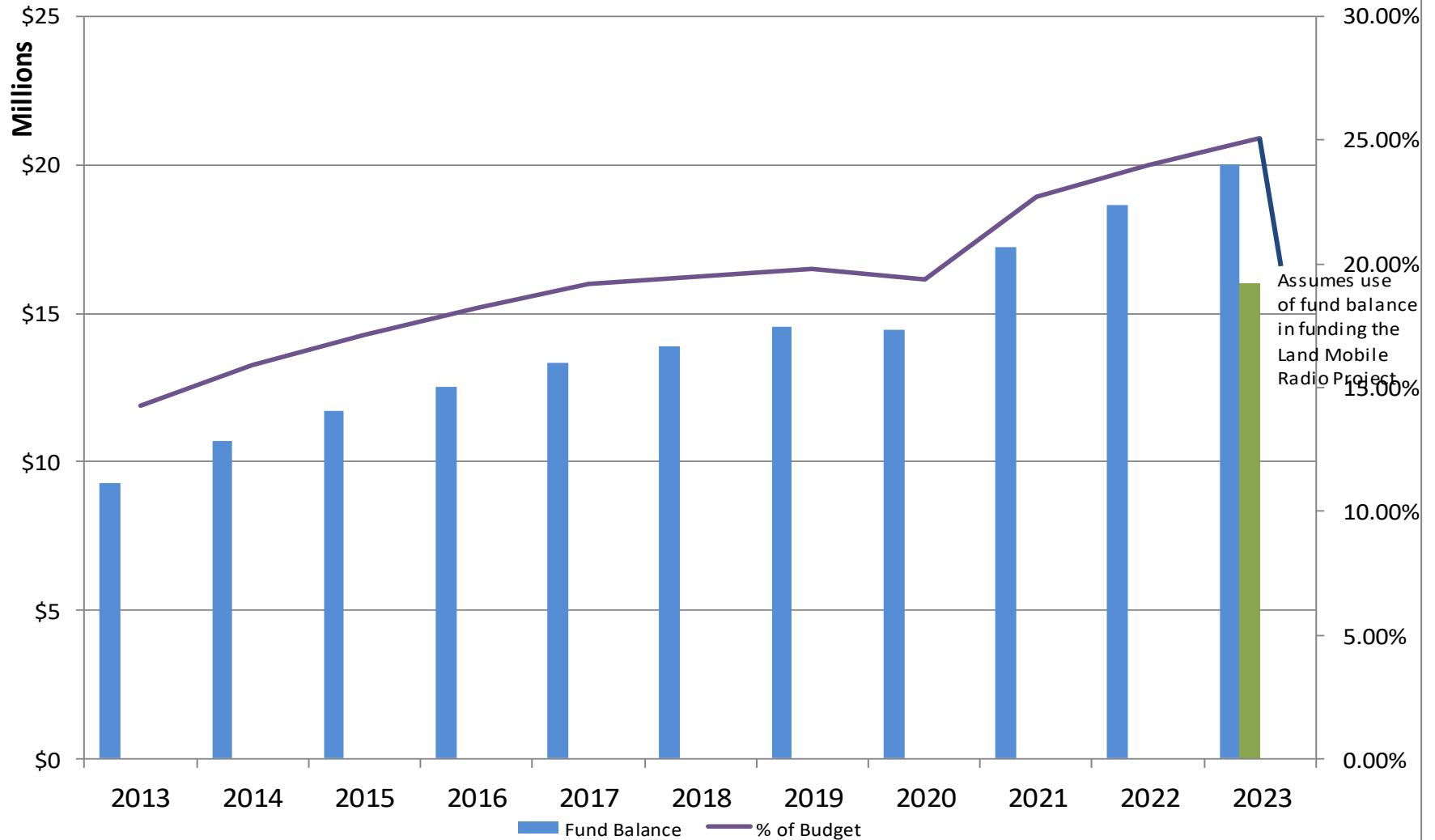
Current FY Forecast

	ORIGINAL BUDGET	PROJECTED ACTUAL	SURPLUS/ DEFICIT
REVENUES	77,895,644	78,907,598	1,011,954
LESS:			
TOWN EXPENDITURES	14,685,746	14,693,633	(7,887)
BOE EXPENDITURES	56,391,182	55,964,877	426,305
DEBT SERVICE	4,387,645	4,387,645	0
CAPITAL BUDGET	<u>2,431,071</u>	<u>2,481,071</u>	<u>(50,000)</u>
TOTAL EXPENDITURES	77,895,644	77,527,226	368,418
REVENUES MINUS EXPENDITURES	-	1,380,372	1,380,372
UNASSIGNED FUND BALANCE 6/30/22			<u>18,657,924</u>
Projected Fund Balance at 6/30/23			20,038,296
% of 2023-24 Proposed Budget			25.1%

Note: If the Land Mobile Radio Project is funded from Fund Balance prior to 7/1/23 in a conservatively estimated amount of \$4 million (not reflected here), then fund Balance at 6/30/23 would be \$16,038,296, or, 20.1% of '23-24 proposed budget.

Fund Balance History & Forecast

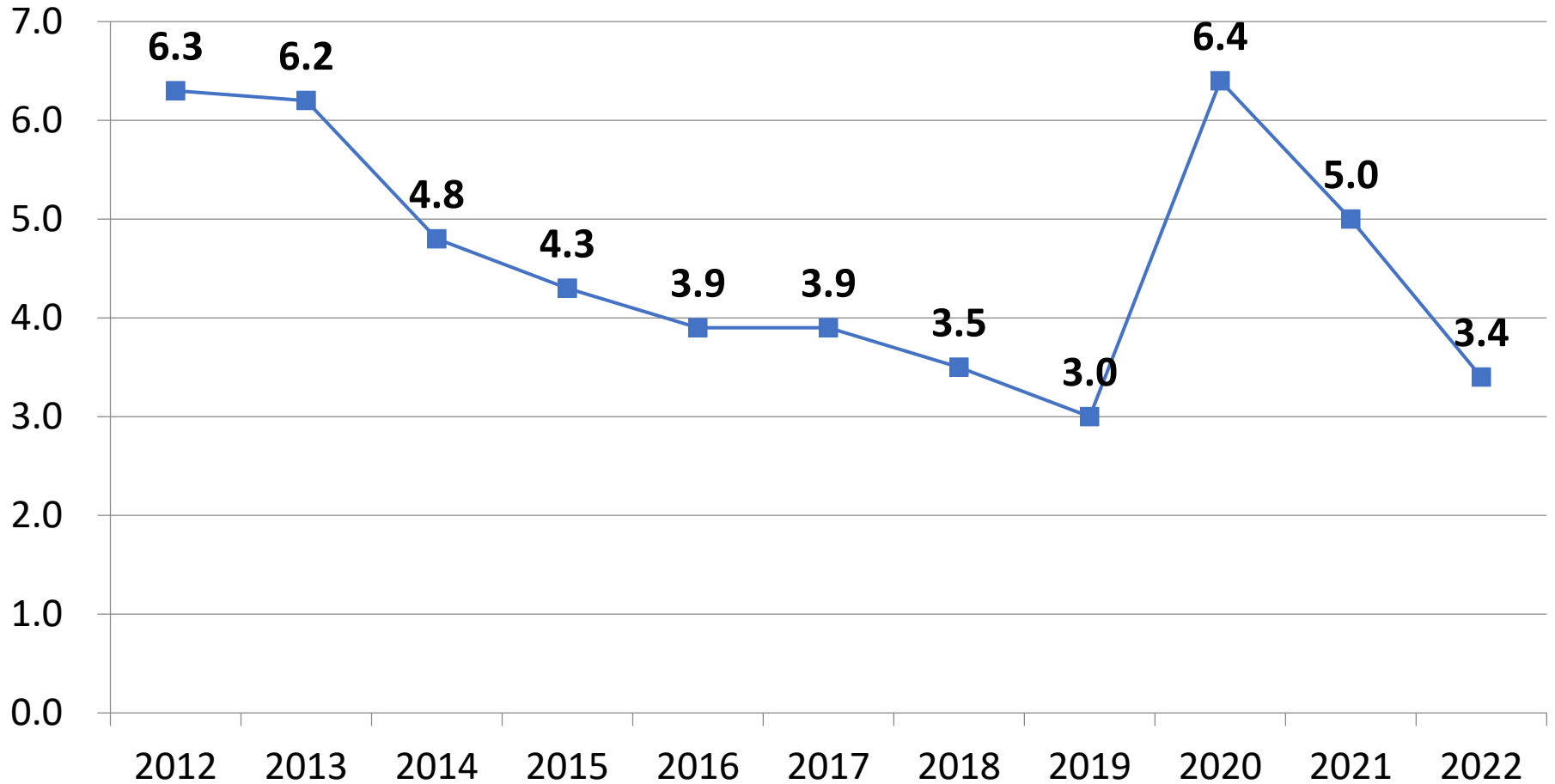
(Fund balance at end of fiscal Year)



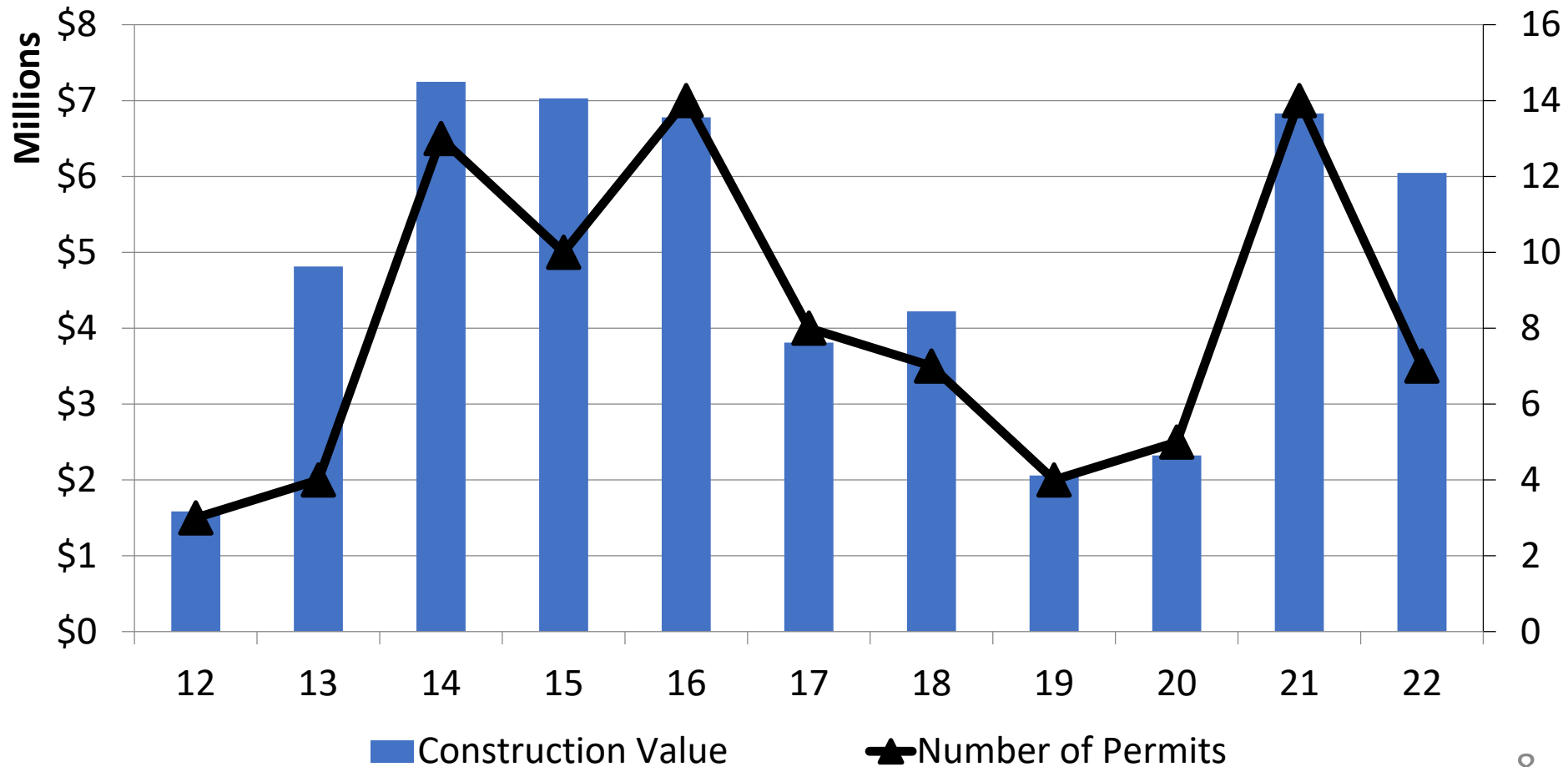


Economic & Fiscal Data

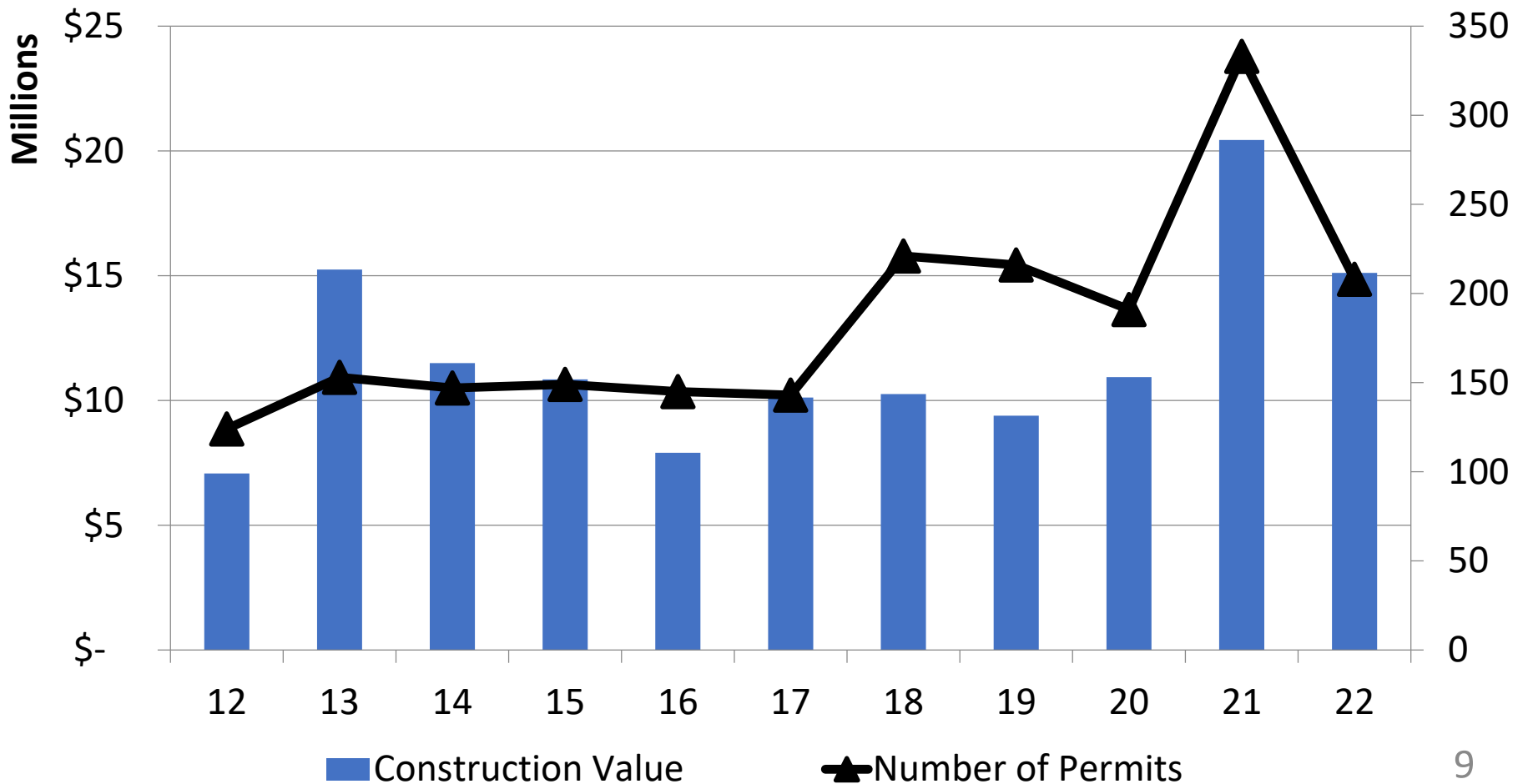
Weston Unemployment % (Calendar Year – Annual Avg)



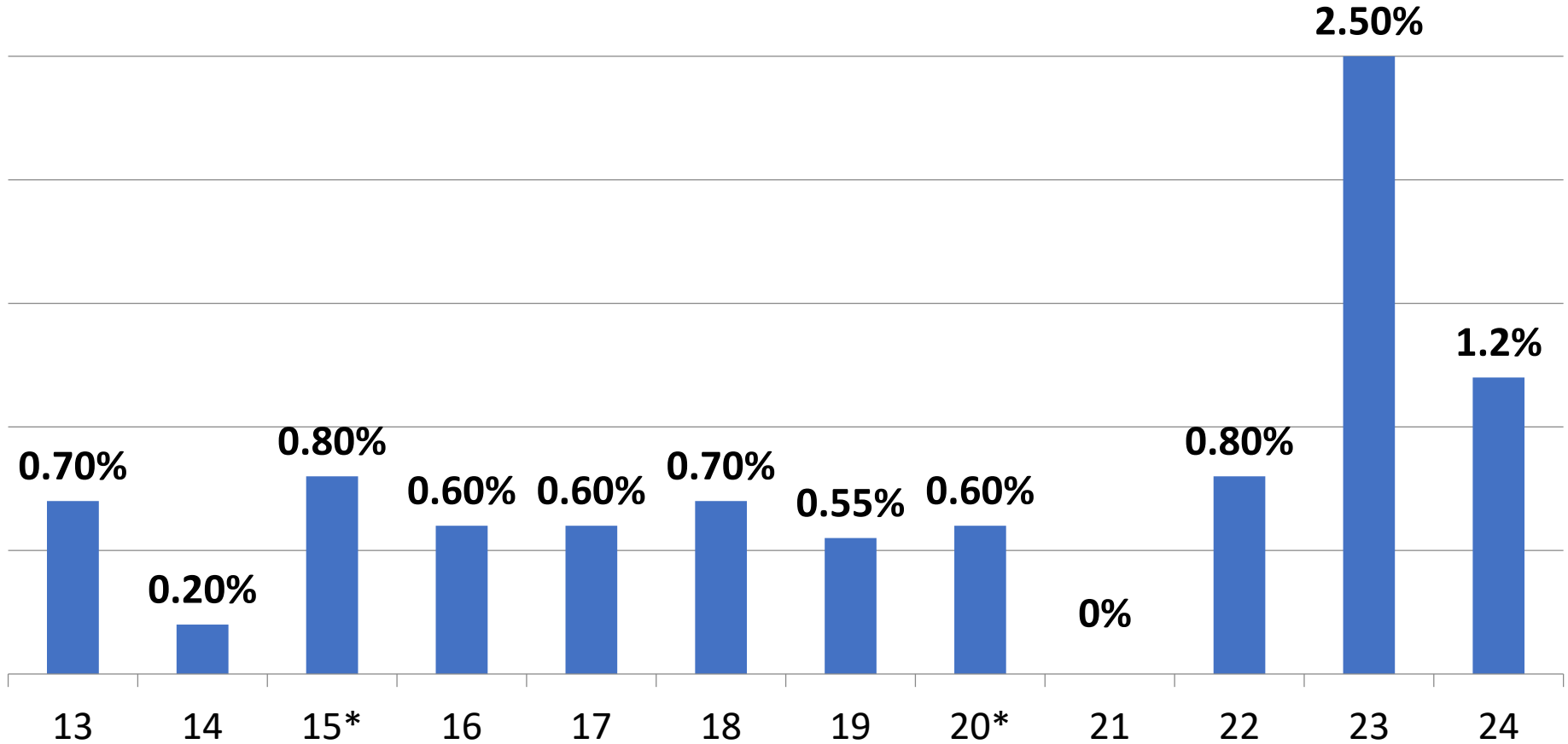
New Home Construction (Fiscal Year ending 6/30)



Additions & Remodeling (Fiscal Year ending 6/30)



Grand List Growth



* Denotes Reval Year. Percentage has been equalized to prior year.

■ Percent Increase

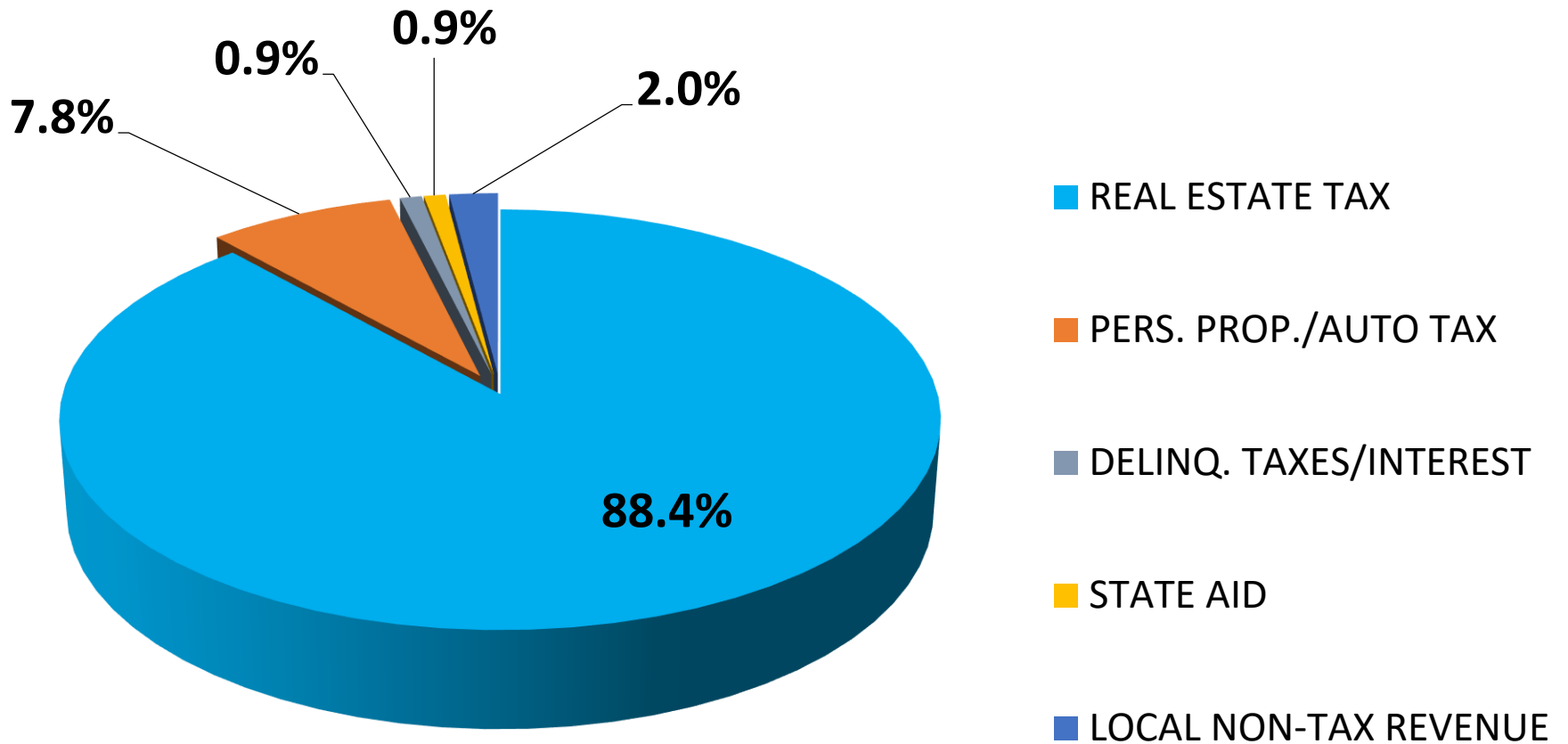


Highlights of the Proposed Budget

Town Revenue Outlook

- ↑ **Estimated 1.3% growth in the grand list (\$27,800,000/1.2% budget to budget)**
- ↑ Tax collection rate assumption to 98.2% from 98.1% (est. \$76,150 impact)
- ↑ Investment Income by \$500k recognizing increase in short-term yields
- ↑ Building permits by \$50k
- ↓ \$100k in delinquent taxes & interest from recent tax sales lowering the base
- ↓ \$75k in the Supplemental Automobile Levy based on trend

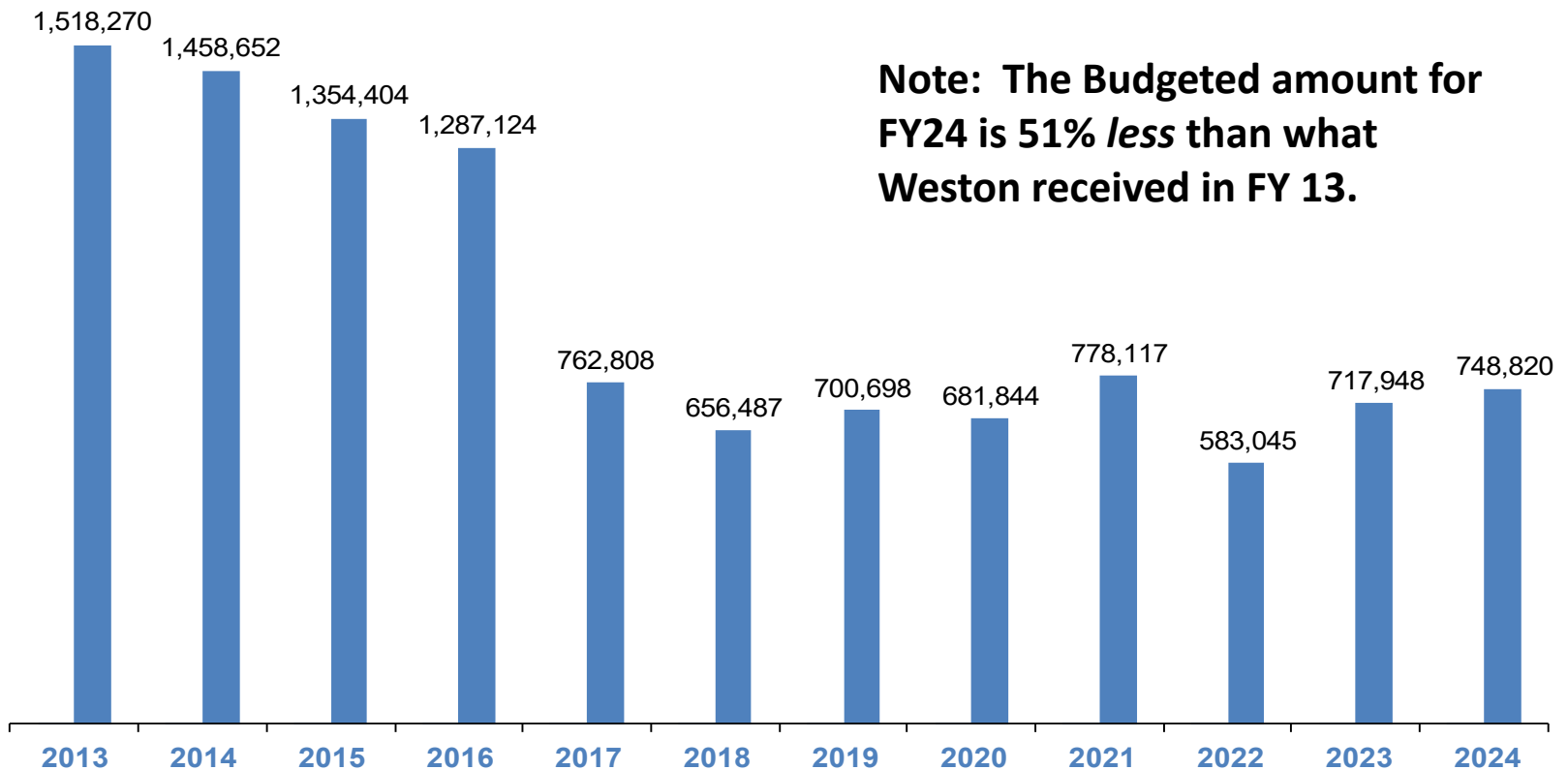
Proposed Revenue as a % of the total budget



History of state aid to Weston

(Budget for 23 & 24, Actuals for prior; does not include BOE special ed grants)

STATE AID



State of CT status

- FY 2019-20: \$39 million surplus
- FY 2020-21: \$475.9 million surplus
- FY 2021-22: \$4.3 BILLION surplus
- FY 2022-23: \$1.3 billion surplus forecasted
- Current Budget Reserve Fund (BRF): **\$3.3 BILLION as of 7/1/22**

*** Continuation of Car Tax mill rate has been proposed in the Governors Budget.

BOS OPERATING BUDGET of \$15,298,781

An increase of \$613,035 or 4.17%

\$554,784 (90.5%) is attributable to these areas:

- Salary increases for current staffing - \$175,747
- Pension cost increases - \$96,630
- Health Insurance - \$152,051
- Contractual Services - \$72,958
- General Liability and Workers Compensation insurance - \$18,815
- Electricity, Heat, Fuel - \$24,627
- Regional Paramedic - \$13,956

**** Without obligatory expenses above, increase is 0.40%, \$58,251**

PRELIMINARY FY 2024 OPERATING BUDGET INCREASES FOR NEIGHBORING TOWNS

- Ridgefield 9.47% (influenced by paving increases)
- New Canaan 4.92%
- Darien 4.32%
- **Weston 4.17%**
- Easton 3.74%
- Redding 2.50%
- Wilton 2.15%

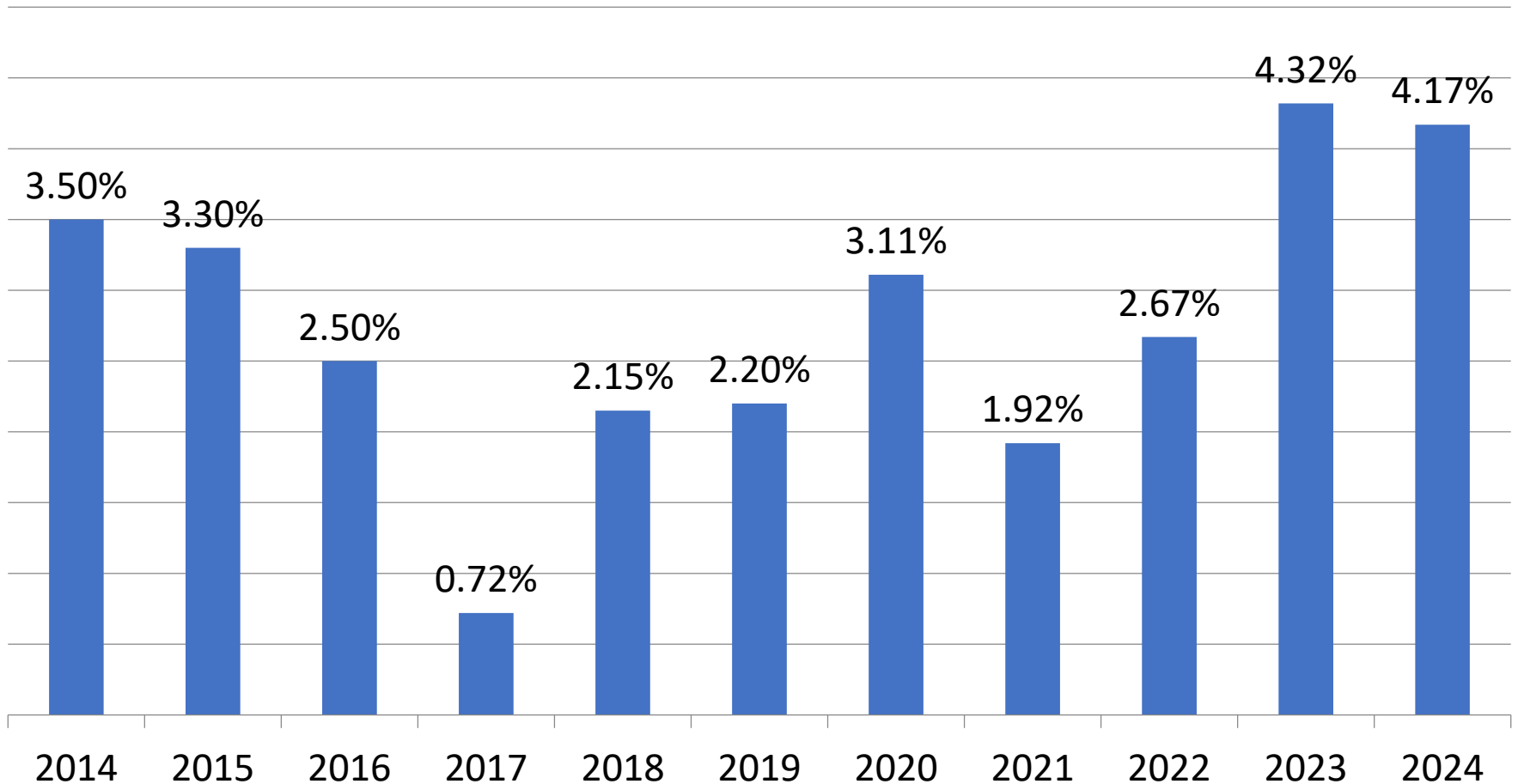
Future pension contribution costs

Fiscal Year	Contribution for <u>Police</u> (% of earnings)	Contribution for <u>non-Police</u> (% of earnings)
18-19	17.13	11.74
19-20	19.45	13.73
20-21	20.95	14.95
21-22	22.45	16.44
22-23	23.11	17.55
23-24	22.40	19.34

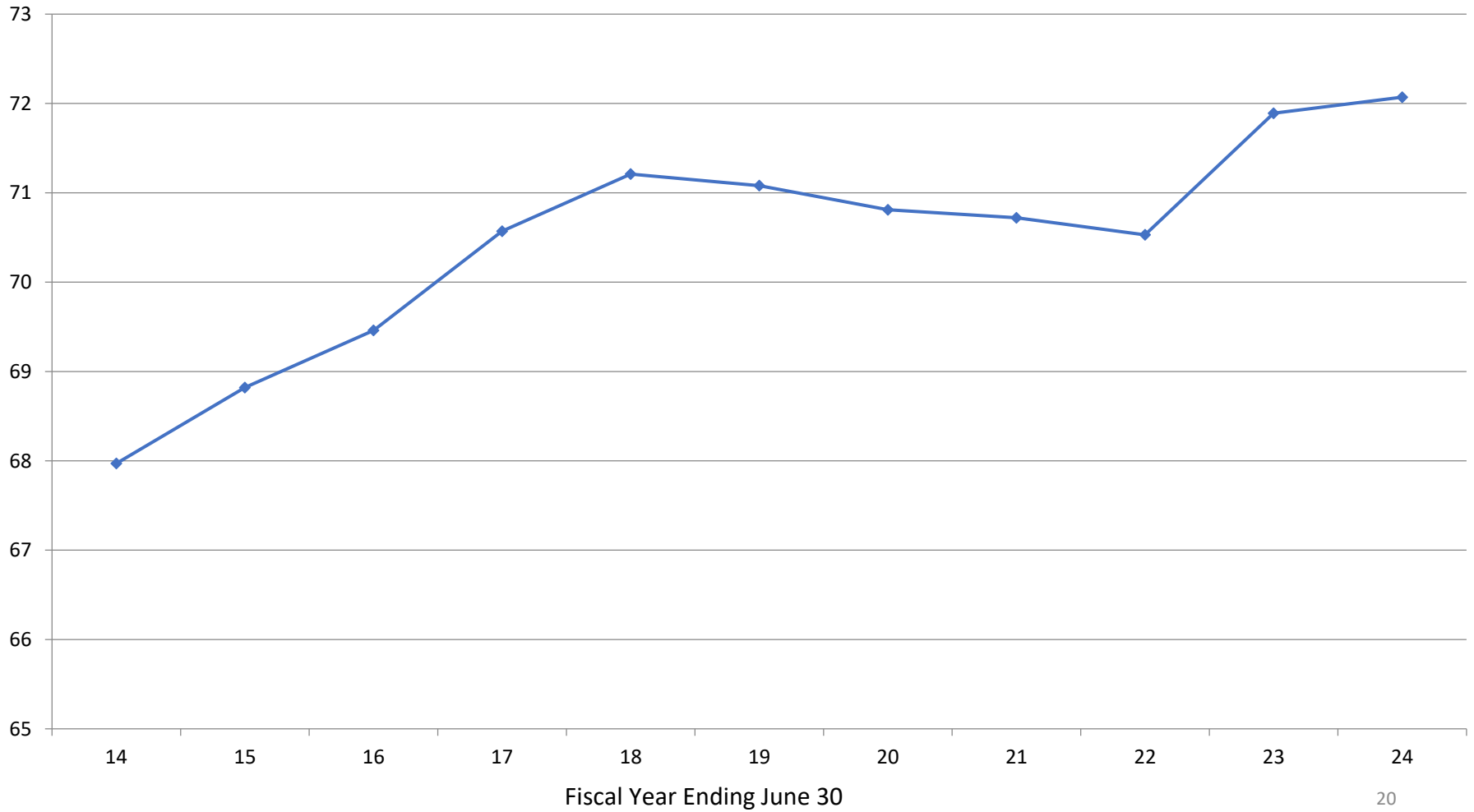
Employee contributions are generally 4.25%, increasing to 4.75% 7/1/23

** The state Comptroller's office has now indicated that FY 24 contributions will be 25.69% for Police and 19.57% for non-Police.

10 Year Increases of the BOS Operating budget



PERSONNEL HISTORY FTE'S





Capital Budget

Capital Budgets for BOS & BOE

Funding request of \$3,500,000

- \$2,643,410 BOS + \$856,590 BOE
- \$624,162 increase in gross expenditures
- Offsets include \$34,592 from close out of prior capital balances
- Projects supported by approved grants include Police Bathroom and Locker Renovations (\$500k), and Police Records Room (\$128k)
- Projects supported by ARPA funds include Replacement of Engine 5 (\$535,000), and Road Repaving (\$575,000)

BOS Capital Items of Note

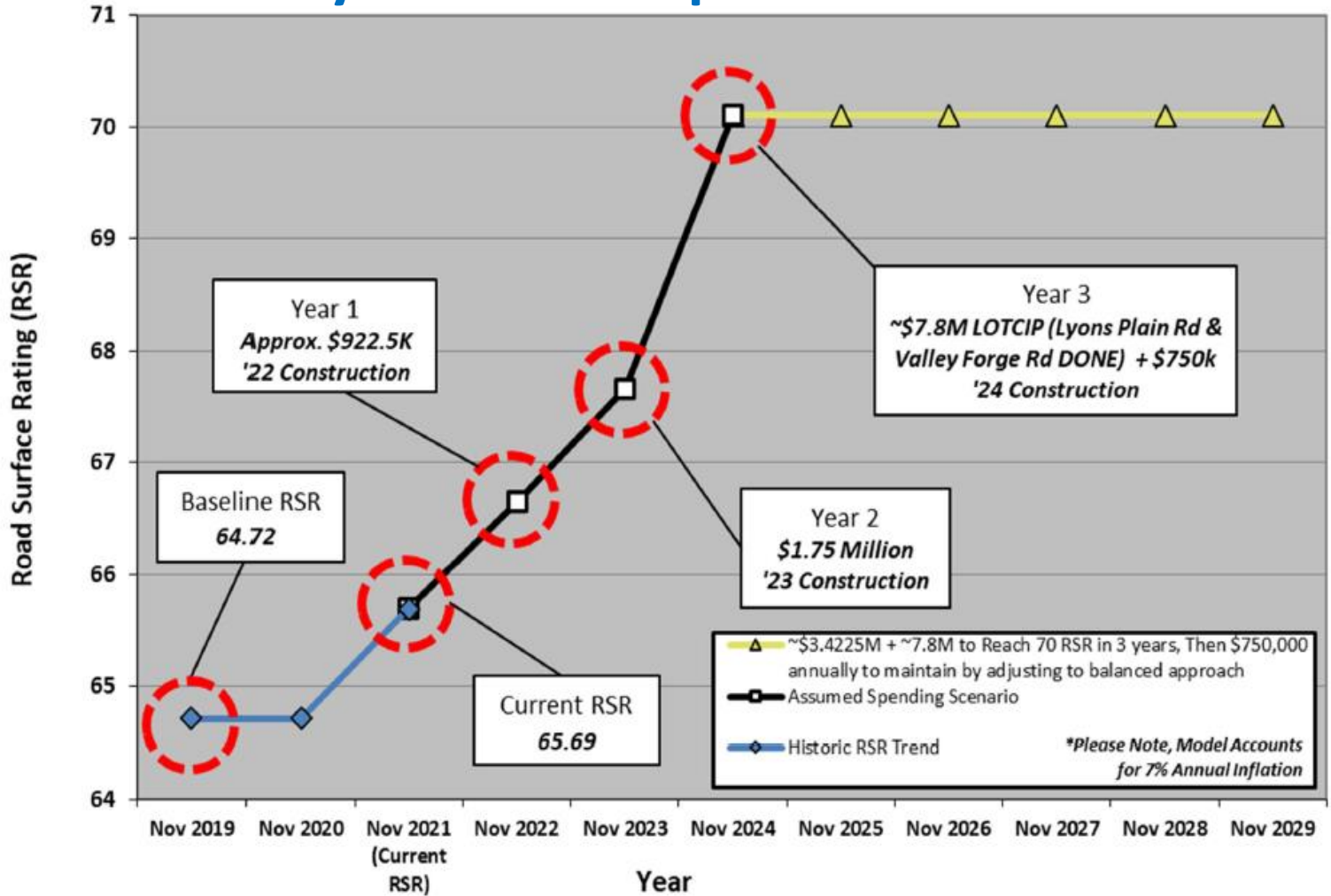
- \$440k toward the replacement of Fire Truck Engine 5
- \$593k for Road Repaving
- \$300k toward Police Dept. Records Room construction
- \$265k toward Police Dept. Locker Room & Bathroom Renovations
- \$220k for a new DPW plow truck
- \$250k for a new DPW Payloader
- \$113k as the second installment for the revaluation of real estate

BOE capital Items of note

- Paving of HS main parking lot - \$135,000
- Replace HS Track Asphalt Base - \$300,000
- Replace HS Track (resurface) - \$60,000 (final installment)
- Hurlbutt South House Bathroom Renov. - \$225,000

Projected RSR By Year

Multi-year Road Improvement Plan



Funding

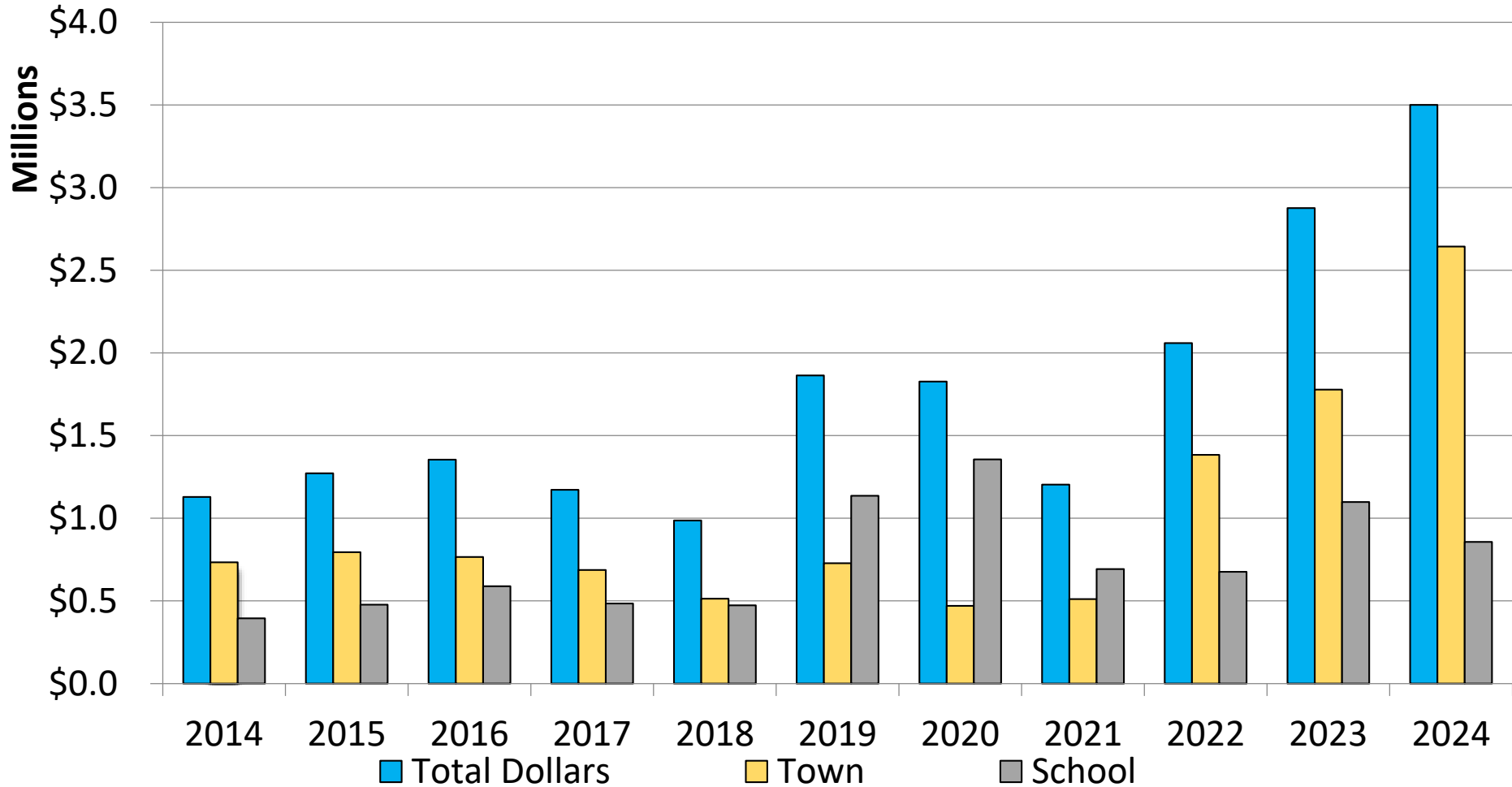
FY 22-23
\$360K capital
+\$562.5K BOS

FY 23-24
\$1M Capital +
\$750K BOS

FY 24-25
\$7.8M Lotcip
+ \$750K BOS

FY 25-26
\$750K BOS

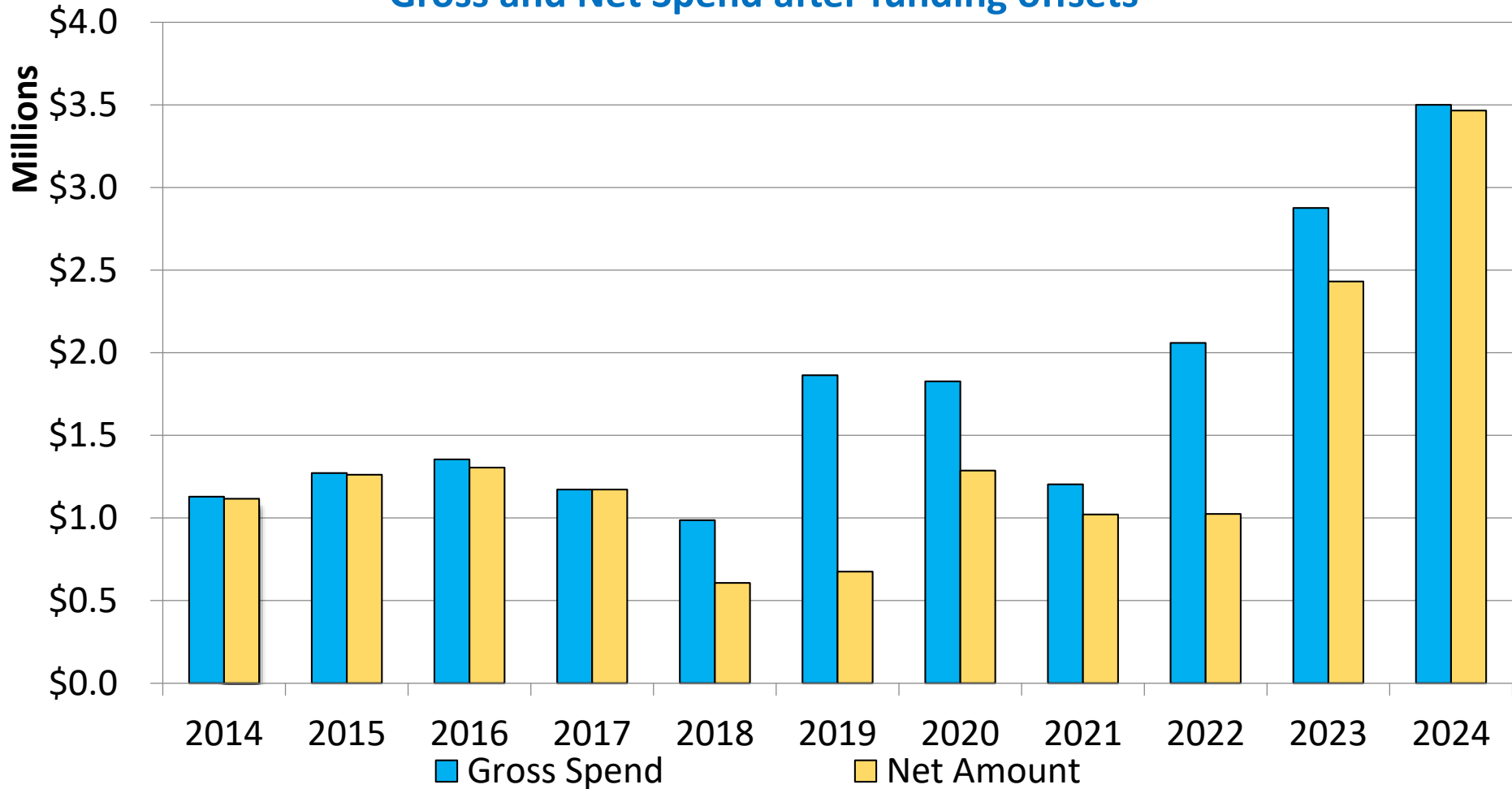
BOS and BOE Capital Budget History



Note: Amounts show gross capital budgets and do not reflect offsets from special funds

History of Capital Budgets

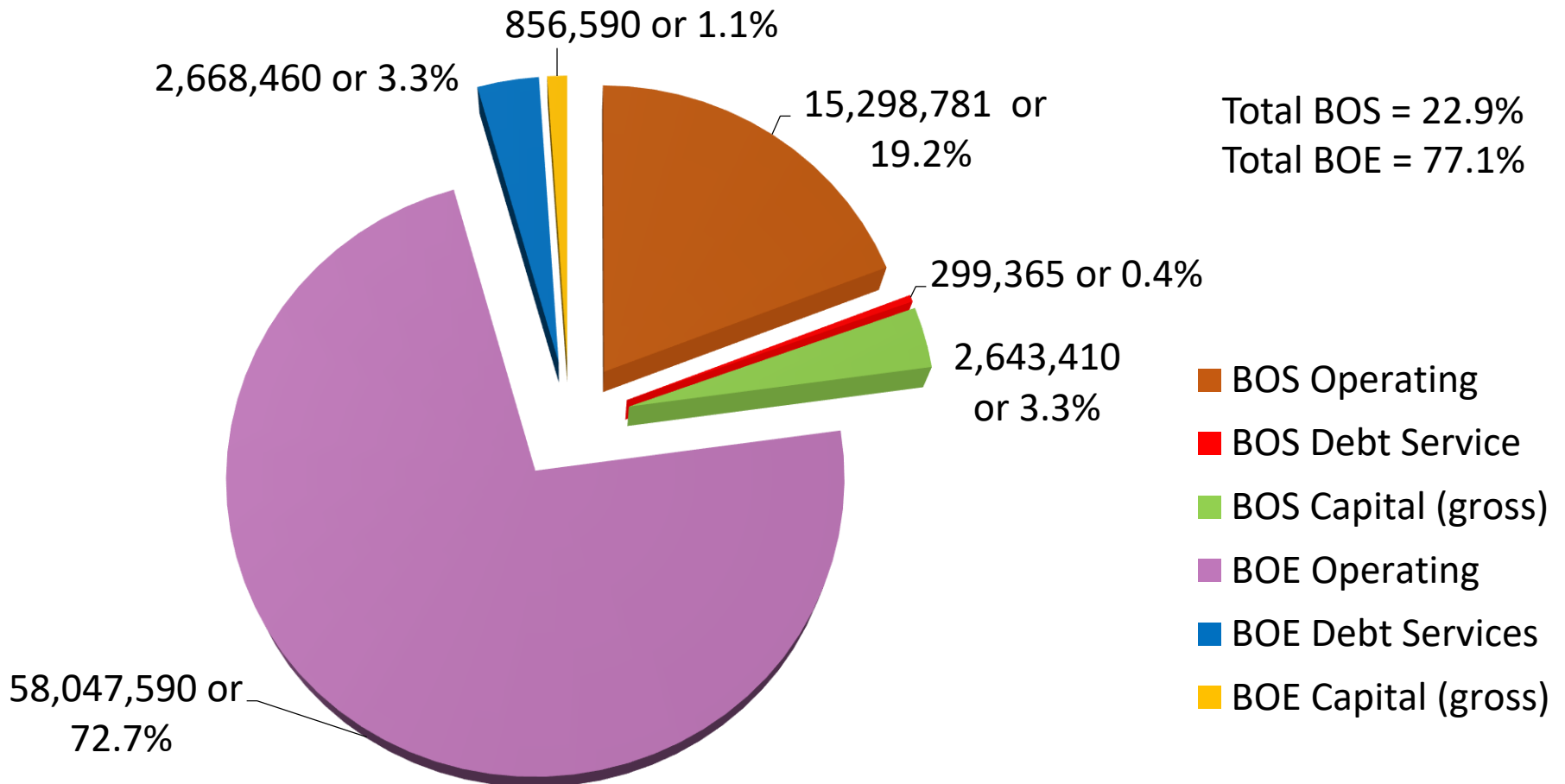
Gross and Net Spend after funding offsets





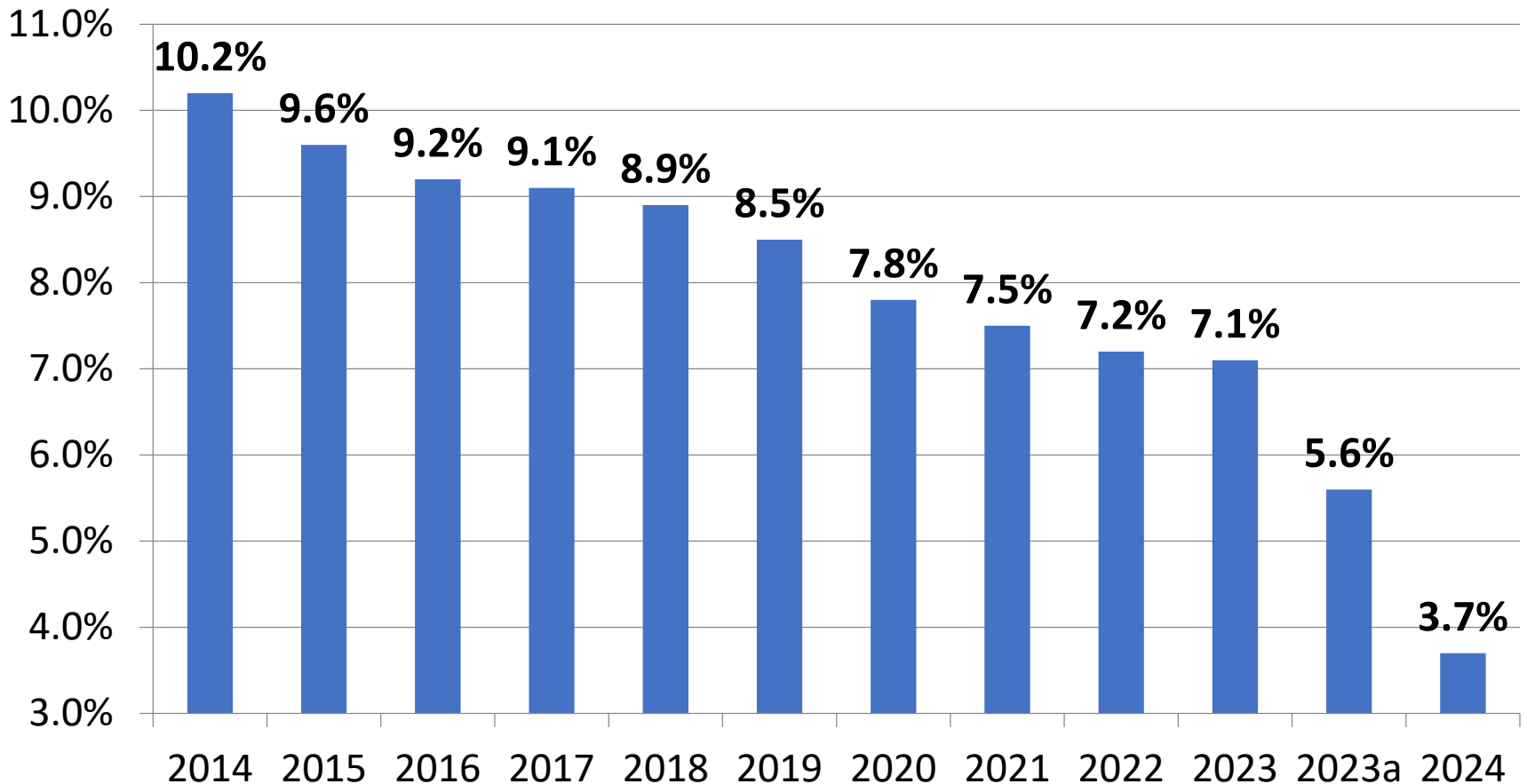
Total Budget (Including BOE)

Breakdown of Total FY '24 spending (in '000's)



Note: Capital amounts do not reflect proposed offset from prior close outs.

Debt (Town & BOE) as a % of total gross budget



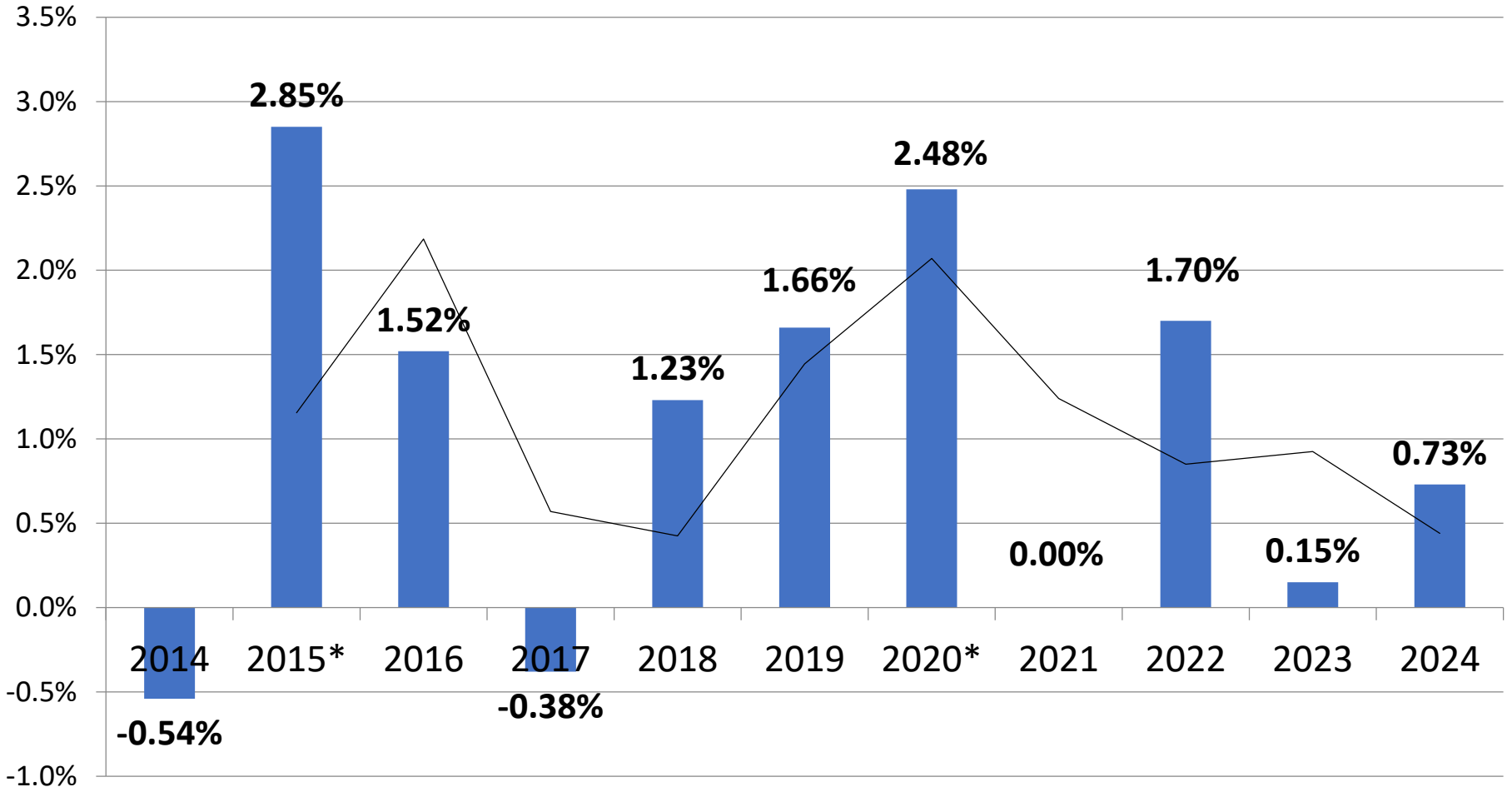
Note: FY 2023a reflects budgeted debt service after applying Fromson Strassler offset of \$1,143,750



Budgets & Mill Rate

	<u>FY 22</u>	<u>FY 23</u>	<u>FY 23</u> (forecast)	<u>FY 24</u>	<u>FY 23 to FY 24</u>	<u>FY 23 to FY 24</u>
TOWN OPERATING BUDGET	14,077,489	14,685,746	14,693,633	15,298,781	613,035	4.17%
BOE OPERATING BUDGET	55,070,090	56,391,182	55,964,877	58,047,590	1,656,408	2.94%
TOTAL OPERATING BUDGET	69,147,579	71,076,928	70,658,510	73,346,371	2,269,443	3.19%
TOWN CAPITAL BUDGET	1,383,806	1,777,882	1,777,882	2,643,410	865,528	48.68%
BOE CAPITAL BUDGET	675,860	1,097,956	1,097,956	856,590	(241,366)	-21.98%
LESS: Insurance Reserve Offset	(329,500)	0	0	0	0	N/A
Capital Reserve Offsets	(435,721)	(444,767)	(444,767)	(34,592)	410,175	-92.22%
General Fund Offset *	(270,206)	0	0	0	0	N/A
TOTAL CAPITAL BUDGET	1,024,239	2,431,071	2,431,071	3,465,408	1,034,337	42.55%
DEBT SERVICE - TOWN	660,000	657,355	657,355	299,365	(357,990)	-54.46%
DEBT SERVICE - BOE	4,864,340	4,874,040	4,874,040	2,668,460	(2,205,580)	-45.25%
Property Sale Proceeds		-1,143,750	-1,143,750	0	1,143,750	-100.00%
TOTAL DEBT SERVICE	5,524,340	4,387,645	4,387,645	2,967,825	-1,419,820	-32.36%
TOTAL GROSS BUDGET	75,696,158	77,895,644	77,477,226	79,779,604	1,883,960	2.42%
LESS: REVENUES	3,065,779	3,336,848	3,963,552	3,733,720	396,872	11.89%
LESS: EST. M.V. TAX LOSS	0	-74,846	-74,846	-113,220	(38,374)	51.27%
TOTAL NET BUDGET	72,630,379	74,620,169	73,588,520	76,159,104	1,525,462	2.04%
GRAND LIST	2,251,300,000	2,307,700,000	2,307,700,000	2,335,500,000	27,800,000	1.20%
BUDGETED MILL RATE	32.92	32.97	32.97	33.21	0.24	0.73%
BUDGETED MILL RATE MOTOR VEH.		32.46	32.46	32.46	0	0
Mill rate collection budgeted at 98.2% for FY 23-24.						
Town Capital budget includes projects that are shared Town and BOE initiatives						
FY 23 forecast for capital does not include supplemental appropriations.						

Mill Rate History (percent increase)



- Denotes Reval Year. Data does not include revaluation impact to the Mill Rate.
- Also, \$664,810 was utilized from fund balance to allow for no increase in the FY 21 mill rate.

MILL RATE IMPACT ON REAL ESTATE TAXES FY '24 (USING A MILL RATE OF 33.21 – AN INCREASE OF 0.73%)

	APPRAISED HOME VALUE	ASSESSED HOME VALUE	TAXES FY '23	TAXES FY '24	VARIANCE '24/'23
	\$400,000	\$280,000	\$9,231.60	\$9,298.80	\$67.20
	\$500,000	\$350,000	\$11,539.50	\$11,623.50	\$84.00
**	\$694,443	\$486,110	\$16,027.05	\$16,143.71	\$116.66
	\$900,000	\$630,000	\$20,771.10	\$20,922.30	\$151.20
	\$1,200,000	\$840,000	\$27,694.80	\$27,896.40	\$201.60
	\$1,500,000	\$1,050,000	\$34,618.50	\$34,870.50	\$252.00
	\$2,000,000	\$1,400,000	\$46,158.00	\$46,494.00	\$336.00

** The median appraised and assessed value in Weston for the taxable October, 2022 grand list is based on information from the Town Assessor's office.

MILL RATE IMPACT ON SAM'S TAXES FY '24 (MILL RATE OF 32.46 CAPPED FOR MV)

GRAND LIST	CAR/HOME	ASSESSMENT	MILL RATE	TAX	\$ INCR/DECR
10/1/2021	2018 CHEVY SUBURBAN	40,250	0.03246	\$ 1,306.52	
10/1/2021	2018 TOYOTA HIGHLANDER	27,490	0.03246	\$ 892.33	
10/1/2021	2013 JEEP WRANGLER	18,110	0.03246	<u>\$ 587.82</u>	
				\$ 2,786.70	
10/1/2022	2018 CHEVY SUBURBAN	38,240	0.03246	\$ 1,241.27	\$ (65.25)
10/1/2022	2018 TOYOTA HIGHLANDER	23,910	0.03246	\$ 776.12	\$ (116.21)
10/1/2022	2013 JEEP WRANGLER	15,330	0.03246	<u>\$ 497.61</u>	<u>\$ (90.24)</u>
				\$ 2,515.00	\$ (271.70)
10/1/2021	REAL ESTATE		0.03297	15,394.44	
10/1/2022	REAL ESTATE		0.03321	15,506.41	\$ <u>111.97</u>
10/1/2022	NET CHANGE IN TAXES				\$ (159.73)

Note: Analysis reflects current legislation which caps the motor vehicle mill rate at 32.46 mills. Current legislative proposals at the state for FY 2024 to be determined.

Budgetary Developments of Note Since the Board of Selectmen's Proposed Budget

- The State Comptrollers Office will be notifying CMERS (pension) participating municipalities of increases to employer contribution rates. The rate for Police employees would increase to 25.69% (prior indication was 22.4%), and 19.57% for non-Police employees (prior indication was 19.34%). We estimate that this will result in an additional \$84k increase over the current proposed amount, or, a \$180k overall year to year increase.
- We have locked in a favorable rate for diesel fuel for FY 2024 at \$2.93/gallon. Estimated savings in the BOS proposed budget are \$5,586.
- The Regional Paramedic "Fly Car" can be removed from the capital budget (\$25,272).

QUESTIONS

