

TOWN OF UXBRIDGE
BOARD OF SELECTMEN MEETING MINUTES
LOWER TOWN HALL
21 S. MAIN STREET, UXBRIDGE, MASS
THURSDAY, SEPTEMBER 26, 2019 6:30PM

REC'D JMS TOWN CLERK
2019-09-26 10:12

Present: Chair Brian Butler, Vice Chair Jeff Shaw, Clerk Brian Plasko, Selectman Susan Franz, Selectman Stephen Mandile

Also present: Interim Town Manager Peter Hechenbleikner, Bernie Lynch and John Petrin from Community Paradigm Associates

1. CALL TO ORDER & SALUTE TO THE FLAG

The meeting was called to order at 6:00PM by Mr. Butler. The Pledge of Allegiance was recited.

2. BUSINESS

Interview Town Manager Candidates Steven Sette and Thomas Guerino; or take any actions related thereto:

Each candidate was asked a series of questions (examples taken from the attached lists). The first candidate interviewed was Steven Sette. Mr. Sette answered all questions and provided appropriate answers. *The Board took a 5-minute recess.* The second candidate interviewed was Thomas Guerino. Mr. Guerino answered all questions and provided appropriate answers. *The Board then took a 10-minute recess.*

Town Manager candidate deliberations occurred amongst Board Members.

3. SELECTION OF TOWN MANAGER

MOTION: Ms. Franz made a motion that Steven A. Sette be unanimously appointed to the position of Town Manager for the Town of Uxbridge, subject to successful negotiations of a contract satisfactory to the Board. Seconded by Mr. Shaw. Voted 5-0-0.

4. EXECUTIVE SESSION

MOTION: Mr. Shaw made a motion that the Board of Selectmen enter into Executive Session to conduct a strategy session in preparation for negotiations with nonunion personnel; Town Manager, not to return to Open Session. Seconded by Ms. Franz. The motion carried 5-0-0 by roll call vote (Mr. Butler – Yes, Mr. Shaw - Yes, Mr. Plasko – Yes, Ms. Franz – Yes, and Mr. Mandile – Yes).

Minutes respectfully submitted by Erin Lemoine

September 26, 2019 Minutes approved by the Board of Selectmen:

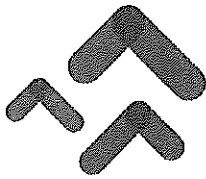
Brian Butler, Chairman

Jeffrey Shaw, Vice Chairman

Brian Plasko, Clerk

Stephen Mandile, Selectman

Susan Franz, Selectwoman



COMMUNITY PARADIGM ASSOCIATES, LLC

Town of Uxbridge

Town Manager Interview Questions

The following questions are suggested to assist the Uxbridge Town Manager Selectmen in its candidate interview process. These questions can be modified to meet the needs of the Board and follow-up questions can be added and/or deleted, as deemed appropriate by the Board.

Suggested Questions:

1. Introduction

Thank you for your interest in our community. We would like you to take a few minutes to tell us why you believe you would be successful here and how you see serving as the Uxbridge Town Manager fitting into the course of your career.

2. Leadership

Please tell us about your leadership style and give examples of your approach to working with a team and leading change in an organization and a community.

A key part of Town Manager leadership is working to promote a vision for a community? How would you go about developing that vision and building support for it? And how do you respond to people who say, "We've tried it, and it didn't work" or "It'll never work"?

3. Best Practices

How do you stay abreast of best practices in leadership, management, and municipal government? How do you decide on when, and whether, to implement them?

4. Finance

Please describe your experience in municipal financial management and the preparation of an annual town budget.

Citing examples:

- How would you describe your financial management philosophy?
- How do you integrate strategic planning into budget development
- Describe any programs or practices you have implemented that reduce costs while still providing excellent services to the community.

5. Economic Development

Uxbridge has 12 permits in the pipeline for cannabis retail and grow facilities. We have nine solar field developments and our downtown has charming buildings and excellent walkability. We are interested in attracting some mixed-use development proposals. How would you work to attract this type of development project?

Please describe your economic development experience with specific examples of how you've attracted business growth that is appropriate for a community.



6. Communications & Engagement

Please tell us how you communicate, to both internal and external audiences, in your current position. Do you have any ideas as to how you would improve methods of communication and citizen engagement in Uxbridge?

Please give some examples of methods you have used to engage citizens and build community trust. Have they been effective?

7. Personnel Management

Please tell us about your approach to motivating and evaluating employees, how you prefer to interact with employees, and how you handle morale.

Please share an example of how you have enhanced the growth of your organization.

8. Capital Projects

Uxbridge has made some recent strides in funding its roads but is woefully underfunded in meeting other capital needs. And, what funding has been pretty much “hand to mouth“. Please describe your thoughts on how you would get us from where we are today to where we need to be.

Please tell us about your direct experience with managing capital improvement projects or other major municipal projects.

Does anything stand out to you from the learning experiences you gained through managing these projects?

9. Goal Setting

Please describe your approach to goal setting for staff and for yourself.

How do you prioritize when there are multiple objectives and goals to be worked on?

Please describe a goal that you are working on in your current position. How it was initiated? How will you measure its success?

10. Conflict Resolution

Please tell us how you work to resolve conflicts and disputes. Please include an example of a time when you had a polarized issue. How did you address the issue and were you ultimately able to get anything accomplished?

11. Relationships

As Uxbridge's Town Manager, you would have relationships with many individuals and groups, including employees, citizens, and local and state officials as well as colleagues throughout the region.

Please tell us how you build and maintain professional relationships and include specific examples of how you have done this in your current or past roles.



12. Board of Selectmen Relationship

Can you describe the overall relationship that you envision for working with the Uxbridge Board of Selectmen?

- How do you see communicating with the Board on large and small issues?
- How do you envision the setting of goals and objectives with the Board?
- Imagine a scenario where we are taking a position or moving in a direction that you believe could be harmful to the Town. How would you handle this?
- How about a situation where one or two Board members want you to take on an issue or request that other Board members may oppose?

13. Career

When you think of your career to date, what has been your biggest mistake? How did you work to correct it and what did you learn from it?

What has been your most satisfying career accomplishment?

14. Candidate Questions

That ends our questions. Now it's your turn. Are there any questions you would like to ask us?



Board of Selectmen

Town Manager Interview Questions, June 12, 2017

1. We are sure that you did a great deal of research as a candidate for this position. Please give us your impressions of ^{Upton}Upton. Tell us why you are a good fit for this community and what will you bring to this town that may be lacking.
2. What are your personal core values? How were this instilled in you and how have these influenced your work ethic and how you approach your responsibilities.
3. Describe the relationship between the Town Manager and the Chair of the Board of Selectmen.
4. One morning the Chair calls and directs you to handle an issue differently from that which the Board voted. What do you do? The Chair tells you that he speaks also for another member of the Board. What do you do? This is a matter that was discussed in executive session and a reliable source tells you that these Selectmen have been discussing the matter with others. What do you do?
5. Upton has excellent department heads. Describe the Town Manager's role and relationship with department heads. How would you establish a leadership position? How will you promote communication and teamwork within and across departments?
6. You are awakened at 2:00 AM by a call from a close friend who has been involved in a one car accident in Upton, on their way home from an office party where he/she admits he/she may have "celebrated a bit too much." He/she was alone, is uninjured and the only damage is to his/her personal automobile. He/she is clearly frightened and upset and wants your help. What will you do and why?
7. An employee has a family member with a serious health issue and is the main care giver. This employee has used up nearly all personal and sick time and will not take FMLA because he/she is the sole bread winner. Now the employee is showing up late and sometimes not at all. What do you do?
8. An employee of the _____ Department has come to your office on her day off and reports to you that she feels she is being harassed and her superiors are doing nothing about it. How will you handle this?

9. What are the three top challenges facing municipal officials today? What actions would you take to ensure Upton's Town government is effectively prepared to face these challenges over the next five years?
10. How will you keep yourself informed of the activities of your staff? How would you promote a positive work environment?
11. Please describe the most difficult employee matter you have experienced. What made this difficult for you? Looking back, should you have handled it differently?
12. Please describe what you believe to be the Town Manager's role in this community. How would you establish communication and links to the community? What is your view of "customer service"?
13. Describe the approach you would take to address the desires of members of the community to keep it like it is as well as those in the community who want to see some new ideas, innovations, businesses which may change the nature of the community, but expand the tax base. What steps would you take to address all needs effectively and in the best interests of the Town?
14. Describe your experience advocating for a municipality at the regional, State, and Federal levels, and how that experience might be used in Upton to address major issues that may be facing the community in the next few years.
15. With the recent growth and popularity of blogs, "instant" on-line dissemination of "news" and use of the internet for "public" discussion with anonymity, there are concerns that less informed, more vitriolic discourse, especially around controversial issues, may become the standard for community participation. Please tell us how you have handled one or two emotionally charged community issues during your career. Have you succeeded in keeping the debate civil and respectful? What role should the Town Manager play in "lowering the volume" and increasing the civility of public discourse? What techniques will you recommend or what ideas will you share with the Board of Selectmen when you perceive that it may be time to "tone down" the discussion?
16. As the new Town Manager, how would you evaluate the current structure, effectiveness, and efficiencies of the various Town Departments, and how would you approach making any changes you believed were necessary. How would you evaluate

the teams delivering services to the Town? Please include any relevant experience you may have from prior employment.

17. The Town Manager plays a key and active role in community development related issues in Upton. The town wishes to expand its tax base; however, there are competing thoughts as to what type of development is desirable and how to control development in order to preserve "community character". Tell us how will you help the community answer these critical questions? What approach will you take to achieve consensus? Speaking of tax base, as in other towns there are concerns about the size of tax bills and some point to the Town Manager as a determining if not the determining factor in the size of tax bills. Describe the extent of the relationship between the Town Manager and the tax bill.

EXAMPLE INTERVIEW QUESTIONS

Give us an example of how you would explain the work of a Town Manager?

Tell us what makes you the best candidate for this position?

If there were recent change in your reviews at your last position, positive or negative, could you explain the reasons for those changes.

What do you see happening in the future with the management of Towns and Cities?

What strengths do you bring to this position? What are areas where you still may have something to learn?

How would you reach out to the community to help them better understand the role of the Town Manager.

Give an example of the steps you took to develop and prioritize a budget.

Give an example of a strategic approach you have taken to funding capital projects.

Can you give an example of a grant that you wrote or administered and what the process entails?

What steps would you take to build relationships with staff and, if necessary, to handle a difficult staff situation?

Give an example of how you handled a situation where you had competing priorities or needed to respond to various boards or stakeholders?

Are you willing to come in for some nights and weekends for programmatic needs?

What was the reason that you left your last position?

How would you respond if you felt you were being pressured to make a special consideration because of a person's connections or position in the community?

Why are you interested in coming to Uxbridge?

What questions do you have for us?