



Millbury  
Massachusetts

RECEIVED  
TOWN CLERK  
2024 JAN 17 AM 8:33  
MILLBURY, MASS.

## TOWN MANAGER SCREENING COMMITTEE Minutes

December 7, 2023 @ 6:30 PM

### SMALL CONFERENCE ROOM

MEMBERS: Charles Cooper, Donald Desorcy, Katie McKenna, Jonathan Cammuso, Jennifer O'Connell, Ron Stead, John Mullen, Anna Samara (Zoom)

GUESTS: Bernie Lynch and Sharon Flaherty of Community Paradigm Associates

---

The meeting was called to order at 6:31 PM and the committee began with the Pledge of Allegiance.

- Approve Minutes of 11/30/23 Meeting
  - Motioned by Jon Cammuso, seconded by Jen O'Connell. All voted in favor.
- General updates
  - Day 100, 50 days remaining in the process.
  - Only received a few more survey responses since last meeting for a total of 181.
- Community Paradigm (CP) updates – Bernie Lynch
  - As soon as the position statement is approved, it will be posted with a deadline of 12/29/23.
  - We will receive/review first round of resumes on 12/22 (will be sent to us for review)
  - Receive/review final batch on 12/29
    - Typically, there are 20-30 resumes and we will see ALL of them.
    - Tier 1 will be those meeting the qualifications of an “ideal” candidate.
  - Meet January 4<sup>th</sup> to choose candidates to interview (executive session).
- Interview Schedule/dates
  - Discussion about dates and how to spread-out interviews (or not spread) resulted in a date of January 12<sup>th</sup> for interviews with potential spillover date of January 13<sup>th</sup>
  - Discussion of location resulted in Millbury Credit Union's Community Room.
  - The average number of candidates to interview is 6-8, lasting about an hour each (on average).
  - Consensus is NOT to record interviews.
- Review updated position statement
  - Some changes were discussed and will be made before posting.
  - Salary was briefly discussed and 175+/- will have DOQ after it (depending on qualifications).
    - Bernie had a conversation with the chair of the Board of Selectmen about this prior to meeting with us.

- The committee voted to approve the updated position statement where Ron Stead made the motion and Jon Cammuso seconded, all were in favor.
  - The updated position statement is attached to minutes.
- Interview Questions
  - Bernie had sent along, and Charles shared with the committee, an interview guide, which was discussed and will be modified for review at the next meeting (adding some committee members' questions in).
    - The guide has topics with potential questions and probes or follow-up questions.
    - CP will lead questions in interviews and committee members can follow up.

Meeting adjourned at 7:51 – motion by Jon Cammuso, seconded by Don Desorcy, all voted in favor.

Respectfully Submitted:

Katie McKenna, Clerk

# Millbury, MA – Town Manager



## Position Statement

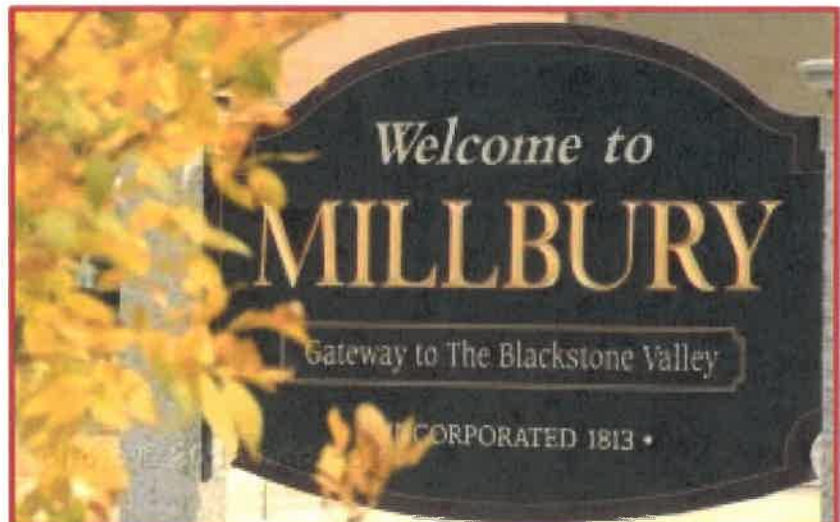
Millbury, MA (13,831 pop.), is a quintessential New England mill town having evolved around the resources of the Blackstone River. It is a primarily residential community located in the heart of Massachusetts and is the northernmost town in the Blackstone River Valley. Millbury is located just south of Worcester and approximately 40 miles west of Boston. It has a compact downtown that has undergone significant revitalization efforts which are continuing and has open space that includes wooded hills and streams. It is a close-knit community with residents who respect and support each other. Millbury has an AA rating and an FY24 budget of approximately \$53 million. The town's local government is led by a five-member Board of Selectmen. Millbury has a proud tradition of civic engagement and in 2000 this helped to produce a strong Town Manager charter that centralized administration while continuing the tradition of Town Meeting as the legislative body.

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

**Annual salary: \$175K+/- DOQ.** The successful candidate will receive an attractive compensation package including health and retirement plans, commensurate with qualifications and experience. Millbury is an Equal Opportunity/Affirmative Action Employer.

### Important Links:

- [Town of Millbury](#)
- [Home Rule Charter](#)
- [Municipal Bylaws](#)
- [Annual Town Reports](#)
- [Fiscal Year Budgets](#)
- [Town Audits](#)
- [Master Plan](#)
- [CAFR](#)
- [Various Plans, Reports, and Documents](#)
- [Town Meeting Warrants](#)



## Challenges and Opportunities

### Government

Millbury's executive branch of government is a five-member [Board of Selectmen](#) that serves as the governing body of the town. The Board appoints the Town Manager as the Chief Administrative Officer of the town. The Town Manager is responsible for managing the operations of the town and supervising all department heads. Millbury has Open Town Meeting, which serves as the legislative body of local government. In addition to the Board of Selectmen, elected bodies include: Planning Board, Board of Assessors, Board of Health, Housing Authority, Redevelopment Authority, Library Trustees, School Committee, one member of the Blackstone Valley Regional School Committee, and Town Moderator. The [Finance Committee](#) is an appointed committee that is part of the legislative process. Millbury's school department includes two elementary and one Junior/Senior High School.

### Finances

Millbury has an [FY24 budget](#) of approximately \$53 million and a Standard and Poor's rating of AA with a stable outlook. Maintaining or improving Millbury's financial strength and bond rating while keeping tax increases to a minimum are priorities, so the next Town Manager should have strong financial skills. The FY24 tax rate is \$13.23 per thousand for all properties. The average single-family tax bill in FY23 was \$5,256. Approximately 63.9% of the town's revenue comes from residential taxes. New growth in FY24 is \$531,989 and certified free cash is approximately \$3.59 million. To help ease budget constraints, a Town Manager with successful grant writing and grant management skills would be a plus. The Town Manager must develop and maintain strong relationships with state officials and professional organizations to improve opportunities for securing grants to ease the tax burden on residents.

### Capital Planning

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

### Master Plan

Millbury completed its [Comprehensive Master Plan](#) in 2019. It includes shared values, a vision statement, and a set of goals, all relative to the town's future. It provides the blueprint for land use and economic development decision-making. The next Town Manager will be expected to be proactive in moving the town toward enhanced utilization of its advantageous location and attracting new development appropriate for the community. Millbury was designated a Green Community in July 2011 which makes it eligible for certain state grants. It has received approximately \$1.15 million in various Green Communities grants to date.

### Staff Development, Professionalism

Millbury has skilled and professional department heads and staff members. The next Town Manager should be a talented professional with superior knowledge of municipal management, excellent communication skills, and the ability to work collaboratively with the Board and staff to develop a vision for the community along with a plan to realize that vision. The Manager should lead by example, set high standards and inspire positive morale, and be able to balance the organizational culture with opportunities for improvement and efficiencies.

### Open Space

Millbury residents recognize the value of the town's open space and recreation land and are striving to protect and enhance them. For example, over the past year, a local volunteer has diligently worked to repair and maintain miles of Millbury's hiking trails, including adding wooden trail signage. In Millbury, approximately 1,973 acres of land are categorized as open space resources.



## Economic Development

With its proximity to Worcester, Boston, and Providence and plenty of highway access, Millbury is growing and considered an up-and-coming community. It is a business-friendly town that boasts excellent highway access (direct access to Interstate 90, Interstate 146 and Routes 122 and 122A), capacity in its sewer and water systems, developable land, and a streamlined permitting process. Millbury is currently home to more than 400 businesses, including small home-based businesses, retail chain stores, restaurants, service-based industries, and professional offices. The Shoppes at Blackstone Valley, the largest economic development project in the town's history, was completed in 2004 and brings in over \$1 million in tax revenue. It provides more than 750,000 square feet of shopping and dining experiences and a movie theatre. Millbury benefits by having two exits on Interstate 90 (Massachusetts Turnpike). The town relies on ground water for its water supply. Aquarion Water Company, a subsidiary of Eversource Energy, owns and operates the water system in Millbury by maintaining four wells located on two aquifers for the town-supplied water system. With its location bordering Worcester, the next Town Manager should understand the importance of interacting and collaborating with a major city. Millbury wants to encourage additional commercial development in its downtown and other appropriate areas.

## Projects

- The Town Manager must work collaboratively with volunteers, committee members, and staff to create new, and augment current, town events such as festivals, fairs, and parades to enhance spirit and strengthen the sense of community. The Manager should be a strong supporter of the community and its events.
- Continue the ongoing reconstruction of McCracken Road from Greenwood Street to Route 146, which includes roadway expansion, retaining wall construction and bridge widening, rotary construction, drainage improvements, and sidewalk construction. This is a Transportation Improvement Plan (TIP) project.
- Work to secure grants for infrastructure improvements on Route 146, including sewers.
- Housing development, both traditional and 40B, is a current issue in Millbury, which will soon see its first 40B development begin the construction process. There is a recognized need for varied types of housing in town.
- Millbury's \$1.8 million downtown revitalization is nearing completion, with \$1.4 million having been funded by various grants. In recent years, a new brewery, restaurants, theater, and other amenities have opened in Millbury, but some storefronts are still empty, and the town would like to see them filled.
- Continue efforts to boost economic development as well as bylaw revision efforts.
- A focus on energy issues, including the use of green energy and finding ways to lower energy costs for low-income residents and seniors.
- The [Millbury Center Beautification Initiative](#) continues to focus on adding color and beauty to public spaces.
- A new, nearly \$61 million, R.E. Shaw Elementary School was completed last year. The Massachusetts School Building Authority funded approximately 62% of approved costs. A \$5 million renovation of the Junior/Senior High School athletic fields was completed, however, repairs to the building's roof are currently needed.
- The new Fire Department headquarters will be ready for occupancy in January 2024. Discussions are ongoing regarding use of the current fire station.
- Renovations to the police station, which is located in Town Hall, were recently completed; however, there is ongoing discussion of the potential future need of an enhanced police facility. The former Pakachoag Acres Learning Center has been preliminarily discussed as a potential site for addressing municipal facility needs.

## Cultural Fit and Community Integration

In addition to the essential qualifications outlined for the Town Manager role, Millbury places significant emphasis on cultural alignment with its close-knit community. Recognizing the town's rich history and strong civic engagement tradition, the ideal candidate should demonstrate an understanding and appreciation for the cultural fabric that binds Millbury together. An effective Town Manager will not only lead with professionalism but also embody the community values of respect and support that residents hold dear. Given town residents' commitment to fostering community events and a sense of togetherness, the successful candidate should express a genuine passion for enhancing town spirit and participating in events that strengthen the community bond. Moreover, a candidate with experience in creatively sourcing funds to aid in easing the tax burden on residents, aligning with the town's commitment to financial responsibility and community well-being, would fit well here.







### The Ideal Candidate

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

### How To Apply

Send cover letters and résumés via email, in a single PDF, by December 29, 2023, 3:00 p.m. EST to:

[Apply@communityparadigm.com](mailto:Apply@communityparadigm.com)

**Subject: Millbury  
Town Manager Search**

Questions regarding the position should be directed to:

Bernard Lynch, Principal  
Community Paradigm Associates  
[Bynch@communityparadigm.com](mailto:Bynch@communityparadigm.com)  
978-621-6733

*The Town of Millbury, Mass., is an Equal Opportunity/Affirmative Action Employer.*





Millbury  
Massachusetts

TOWN MANAGER SCREENING COMMITTEE

DATE OF MEETING: 12/7/23

Charles Cooper, Chair:

*Charles Cooper*

Donald Desorcy, Vice Chair:

*Donald P. Desorcy*

Katie McKenna, Clerk:

*Kathryn M. McKenna*

Jennifer O'Connell:

*Jennifer O'Connell*

Jonathan Cammuso:

*Jonathan Cammuso*

Ron Stead:

*Ron Stead*

Anna Samara:

*Anna Samara*

John Mullen:

RECEIVED  
TOWN CLERK  
JAN 17 AM 8:33  
MILLBURY, MASS.