

Norwich Selectboard  
Special Meeting – August 2, 2023 – 6:30 p.m.  
Participation: Hybrid Physical Location: Tracy Hall meeting room  
ZOOM access information: <https://us02web.zoom.us/j/89116638939> Meeting ID: 891 1663 8939  
US Toll-free: 888-475-4499 (Press \*9 to raise hand; Press \*6 to unmute after recognized by Chair)

Welcome

1. Agenda..... Motion required.

**Correspondence, AP Warrant, Minutes** – SB considers each category. Public comment possible.

2. Minutes – July 26, 2023 meeting minutes..... Motion(s) required.

3. Correspondence (none received) ..... Motion required.

4. AP Warrant(s), if any..... Motion(s) possible.

**Public Comments for Items not on the Agenda. No new information on police**

**Informational Items** – Important information for which there will be no immediate action.

- Update on Police Department

**Action Items for motions** – Introduction by the chair on items being decided, any related correspondence, public comment, SB discussion, SB action.

5. RFP for Town Manager search .....Motion(s) anticipated/possible.

**Reports Submitted** -- Reports from appointed committees, departments, or other town-related entities submitted without comment or request for agenda time. The chair will identify such reports for the record, and the SB may or may not determine action is necessary.

- None

**Discussion Items** – Issues being framed for future action.

- None

**Future Meeting Dates and Topics**

- Aug. 9 and 23, and Sept. 6 (2 weeks/special meeting) and/or 13(3 weeks/regular meeting), and September 27, 2023

**Adjournment**

**On-going Work of the Selectboard and Town Manager’s Office**

- **Interim Town Manager’s Office**
  - Personnel Policies
  - H.R. structure, ID nature of assistance, scope/purpose
  - Wage Study – RFP has issued
  - Budget preparation for FY 24
  - Searches for open positions → In progress
  - Tracy Hall → RFP has issued for consultant
- **Selectboard**
  - Committees: coordination with overall town priorities
  - RFP for Town Manager position → In progress
  - Norwich/Sharon Town Line
  - Public Safety
  - Financial Policies & Procedures

**DRAFT Minutes of the Selectboard Meeting of**  
**Wednesday, July 26, 2023, at 6:30 pm**

This hybrid meeting was held in the Multipurpose Room in Tracy Hall.

Members present: Marcia Calloway, Chair; Mary Layton, Vice Chair; Roger Arnold (arrived 6:41 PM); Pamela Smith; Priscilla Vincent

Also participating: Brennan Duffy, Interim Town Manager; Lily Trajman, Town Clerk; Jeffrey Lubell, Chair, Affordable Housing Subcommittee; Wade Cochran, Police Chief; Chris Kaufman, Public Works Director; Stuart Richards; Charlotte Metcalf; Linda Cook; Donald McCabe; Yanmei Lin; Wayne Kniffin; Andrew Scherer

Note that sections are presented here in the order they were addressed at the meeting, which may occasionally differ from their sequential item numbering.

**Welcome.** Meeting was called to order at 6:36 PM by Calloway. She reminded anyone wishing to join via Zoom® to present with both first and last names to help prevent unwelcome intrusions, commonly known as “Zoom bombing.”

**1. Agenda.** Vincent moved, seconded by Layton, to approve the agenda with some re-ordering of items to accommodate guests and the insertion of a new Item #12, regarding Police and other personnel contracts. **Passed Unanimously.**

**2. Minutes. – July 12, 2023.** Vincent pointed out that, regarding Better Bin, the minutes as drafted inaccurately said “The present decision was simply whether to extend the contract for another year.” By consensus, this will be changed to “The present question is whether to approve the contract.”

Smith volunteered to incorporate any changes to minutes as approved in meetings.

Layton moved, seconded by Smith to approve the minutes of July 12, 2023, including the change discussed. **Passed Unanimously.**

**Informational Items – Important information for which there will be no immediate action.** Calloway invited Jeff Lubell to address the Board regarding a proposal to the Vermont Community Development Program for a planning grant concerning a potential site for below-market housing on New Boston Road, whose submission deadline is

September 12, 2023. The grant would help determine if affordable housing would be feasible at the site. If the answer were no, that would be the end of the initiative. If yes, however, the next step would be to develop a site plan.

To address environmental justice concerns, such as those recently voiced by the Planning Commission, access to the development likely would be from the east, thus obscuring the transfer station from the residents' view. In response to a question from Layton, Lubell said that more direct access from New Boston Rd. would be precluded by steep slopes.

Calloway said she'd like to see the blank application form. She also expressed concern about any administrative burden that might be placed on the Interim Town Manager. Lubell responded that TRORC has offered to administer the grant. Calloway said that it will be on the agenda for further discussion at the next SB meeting.

**6. Hemlock Rd. Closure & Repair – update from DPW Director and Stantec.** Chris Kaufman and a representative of Stantec joined the meeting via Zoom. Kaufman reported that five properties are affected by the road closure necessitated by extensive storm damage to Hemlock Rd. on July 10, including a lengthy, wide, and deep crack in the center of the roadway. Kaufman said he'd involved VTRANS and Santec in assessing the situation and evaluating potential solutions. He has also consulted with FEMA regarding potential reimbursement. The work will entail substantial excavation and rebuilding of slopes, necessitating building temporary alternate routes to be afterward remediated.

Given current high demand for construction materials, equipment, and labor, Kaufman anticipates costs rising substantially from current estimates, which already total \$1.2 million. He does, however, expect FEMA to reimburse the majority. Duffy said a FEMA representative will assist with that process, which requires abiding by federal procurement policies, and a State representative will administer the funds, with federal oversight.

Layton cautioned that as she recalls from the recovery from Hurricane Irene, the Town will need to finance the work in advance, for later reimbursement. This may require a dedicated line of credit, as it did with Irene.

Duffy warned that this will not be the only such project necessary to recover from the recent record rains. Calloway requested that all deadlines be specified and the Board be apprised of what follow-on damage may still be expected. Duffy said he anticipates producing monthly reports to that end.

It is anticipated the work on Hemlock Rd. will be completed within twelve to eighteen months. The most immediate objective is to enable temporary access to the structures for the owners and tenants.

Yanmei Lin, a homeowner and landlord on Hemlock Rd. requested more frequent updates. Duffy responded that they could expect to be updated roughly on a weekly basis.

#### **9. Update on Katucki v. Norwich litigation.**

Layton moved, seconded by Vincent, to find that premature general public knowledge would clearly place the public body or a person involved at a substantial disadvantage pursuant to 1 V.S.A. § 313(a)(1). **Passed Unanimously.**

Layton moved, seconded by Vincent, to enter Executive Session under 1 V.S.A. § 313(a)(1)(E) to discuss pending civil litigation to which the public body is a party. **Passed Unanimously.**

**Entered Executive Session: 7:36 PM.**

The Board returned immediately, however, noting that they had neglected to invite Town Counsel and the Interim Town Manager.

Arnold moved, seconded by Vincent, to enter public session. **Passed Unanimously.**

**Entered Public Session: 7:39 PM.**

Layton moved, seconded by Vincent, to find that premature general public knowledge would clearly place the public body or a person involved at a substantial disadvantage pursuant to 1 V.S.A. § 313(a)(1). **Passed Unanimously.**

Layton moved, seconded by Vincent, to enter Executive Session under 1 V.S.A. § 313(a)(1)(E) to discuss pending civil litigation to which the public body is a party and to invite the Town Counsel and Interim Town Manager. **Passed Unanimously.**

**Entered Executive Session: 7:41 PM.**

Layton moved, seconded by Arnold, to enter public session. **Passed Unanimously.**

**Entered Public Session: 8:41 PM.**

Smith moved, seconded by Layton, to authorize the Town's legal firm to pursue the courses of action as discussed in executive session. **Passed Unanimously.**

**7. Kids' Bridge request for fundraising approval.** Regarding the acceptance of donations in support of the "Kids Bridge" project, Calloway noted that the Interim Town Manager is following Town policy concerning the receipt of gifts. Don McCabe said he initiated the project to build a new bridge over Blood Brook at Huntley Meadow about three years ago and had already received substantial gifts to that end. He said all

necessary approvals have been obtained except that of the Selectboard to allow him to gather the remaining monies needed from citizen gifts. He expressed frustration with the lack of action in that regard. Calloway responded, "It's on our agenda tonight."

Arnold moved to approve the solicitation of funds up to twenty-five thousand dollars (\$25,000) by Don McCabe for the "Kids Bridge" initiative as presented, such funds to be appropriately accounted for by the Finance Office and available for the Kids Bridge project. Seconded by Layton. Four, Yes; Smith, No. **Motion passed.**

**3. Correspondence.** Following up on his comments at the last meeting, Wayne Kniffin said he wants to know what has been discussed regarding Police Department staffing in executive session. Calloway responded that that conversation would continue this night in executive session as well and "We're actively working on answers and steps." Kniffin asked the individual Board members all to state their positions publicly.

In response, Vincent stated her firm support for adding a fifth officer as well as increased compensation for the officers in general. Calloway said she "would like to have a stable police force," but that "how we get there is a little complex," and "you only get to use the money in your budget." She commented further that the next budget will be decided soon and that decisions are currently constrained by the ongoing collective bargaining situation. Calloway also reminded that the reduction to four officers from five followed a Town advisory vote in 2007 to that effect.

Smith added that in the 2007 Town Meeting, the residents were told police coverage would consequently be reduced from twenty to sixteen hours per day, yet the current Chief has been told the expectation remains for twenty. She said that while the Selectboard cannot simply decide to reallocate monies to fund a fifth officer, she wishes the voters had been offered that opportunity when they passed the advisory article at the last Town Meeting. She cautioned further that she could not speak to the issue of compensation while collective bargaining is ongoing.

Layton agreed with Smith that the appropriate time to consider funding a fifth officer is while budgets are being determined.

Arnold said it is essential for any such conversations to be "evidence-based," such that they might begin from mutually agreed facts.

Stu Richards read the first few lines of his letter included in this meeting's packet, drawing particular attention to Officer Chelsea Maxham's statement upon her resignation regarding work-life balance and uncompetitive wages. He asked, "How hard can it be to do a wage study?" Calloway replied there are certain things the Board simply cannot discuss publicly while in negotiations. She then turned attention to Charlotte Metcalf on Zoom, who said she thinks regardless of previous decisions perhaps as of 2023 the Town

needs 20/7 (20 hours a day, seven days a week) police coverage and the will of the voters was evident in the vote for a fifth officer even if they didn't have the opportunity then to vote its funding as well.

Layton moved, seconded by Vincent, to accept the correspondence. **Passed Unanimously.**

**4. AP Warrant.** Smith asked that all future warrants be annotated by the Finance Department with the corresponding account numbers. Calloway asked Duffy to make note of that request.

#### **Informational Items:**

**Town Clerk.** Via Zoom, Lily Trajman called in, reporting as Town Clerk. Calloway said it would be best to allocate a proper item on the agenda regarding the Clerk's reports for the next meeting. Smith wondered how the various aspects of Tracy Hall' restoration work will be prioritized. Calloway said all these concerns should be reflected on the agenda for the next meeting. Trajman asked the Board to bear in mind that she will need to file a formal report by August 16.

**Town Manager.** Duffy said they have issued two RFPs relative to the renovation work to come at Tracy Hall, which can be viewed on the Town and VLCT websites. They probably will advertise in the Valley News as well. The deadline for responses is August 27.

He also reported that the Finance Department will mail tax bills on Friday.

Duffy announced that Chief Cochran had submitted a letter of resignation the day before, which he interprets as entirely a "career decision." He credits Cochran for doing much to rebuild the Town's police force.

Cochran joined the discussion via Zoom, affirming that it was "a career opportunity I was offered" and that he very much appreciated his time in the Town. Duffy said that over the next two weeks he will work closely with Duffy on succession planning and will reach out to the State Police and neighboring towns toward making arrangements to maintain coverage in the interim. Calloway thanked Cochran on behalf of the Board and the Town as a whole, saying, "You brought some special gifts and talents." Vincent added, "Chief, you've been a trooper."

**5. Contract for Better Bin application.** Representing the Solid Waste Committee through Zoom, Andrew Scherer entertained questions concerning this contract. Calloway said what gave her pause was the references to marketing and public relations as well as the seeming suggestion the Town might be obligated to particular goals concerning reductions in "contamination" rates for recycling products. Scherer pointed to the several

years Lebanon, NH, has successfully partnered with this vendor and explained the cost savings from improved compliance and reduced contamination would likely result in substantial savings.

Arnold noted that Lebanon uses the system to push relevant announcements out to its citizenry, which might help Norwich raise awareness of times, for instance, when the facility might be closed for construction.

Calloway said she wouldn't want to obligate the Town to much content creation on behalf of the Better Bin system. She suggested returning the proposal to the Solid Waste Committee for further consideration, wondering in particular who would be responsible for any work involved. Would it be someone on the Committee?

Layton opined that at \$1500, it's a low-risk commitment. Calloway added, however, "You have to figure out how you're going to do this" if the Town approves the contract, particularly since the contract is set up for automatic renewal.

**8. Recreation Dept. Scholarship Fund Adjustment and Fundraising.** Calloway said the Recreation Department wishes to reassign funds that were put in the wrong account. On Zoom, Cheryl Lindberg recommended the Board not vote at this time if it's not entirely clear what the vote would be on.

Calloway said she will place an item for "Reserve Fund and Recreation Scholarships" on the next meeting's agenda.

Smith added that it should be made clear that the Selectboard is the only body authorized to approve expenditures from the Reserve Fund.

**10. Finance Dept. staffing contract issues.**

Layton moved, seconded by Vincent, to find that premature general public knowledge would clearly place the public body or a person involved at a substantial disadvantage pursuant to 1 V.S.A. § 313(a)(1). **Passed Unanimously.**

Layton moved, seconded by Arnold, to enter Executive Session under 1 V.S.A. § 313(a)(1)(E) to discuss pending civil litigation to which the public body is a party. **Passed Unanimously.**

**Entered Executive Session: 10:27 PM.**

Layton moved, seconded by Smith, to enter public session. **Passed Unanimously.**

**Entered Public Session: 10:42 PM.**

**11. Update on collective bargaining.**

Layton moved, seconded by Vincent, to find that premature general public knowledge would clearly place the public body or a person involved at a substantial disadvantage pursuant to 1 V.S.A. § 313(a)(1). **Passed Unanimously.**

Layton moved, seconded by Vincent, to enter Executive Session under 1 V.S.A. § 313(a)(1)(E) to discuss pending civil litigation to which the public body is a party and to invite the Interim Town Manager. **Passed Unanimously.**

**Entered Executive Session:** 10:43 PM.

Layton moved, seconded by Smith, to enter public session. **Passed Unanimously.**

**Entered Public Session:** 11:32 PM.

**12. Executive Session regarding Police Department and other personnel contract matters.** Layton moved, seconded by Smith, to find that premature general public knowledge would clearly place the public body or a person involved at a substantial disadvantage pursuant to 1 V.S.A. § 313(a)(1). **Passed Unanimously.**

Layton moved, seconded by Arnold, to enter Executive Session under 1 V.S.A. § 313(a)(1)(E) to discuss pending civil litigation to which the public body is a party and to invite the Town Counsel and Interim Town Manager. **Passed Unanimously.**

**Entered Executive Session:** 11:33 PM.

Layton moved, seconded by Smith, to enter public session. **Passed Unanimously.**

**Entered Public Session:** 12:01 PM.

**13. Selectboard procedure for Hennessey and future solar array projects.**

**Tabled** until the August 26 meeting.

**14. RFP for Town Manager position and planning for ITM review.**

**Tabled** to a special meeting to be warned for August 2, 2023.

Edits and additions to the draft RFP are to be sent to the Chair by Sunday, July 30, 2023. Additional editing is planned during the special meeting.

**15. Possible continuation of Tracy Hall update planning.**



**Tabled** until the August 26 meeting.

**Discussion Items – Issues being framed for future action.** Among items discussed for possible inclusion on future agendas were:

- Creating a policy for authorization by the Selectboard of awards of Recreation Scholarships from the scholarship reserve fund
- Interim Town Manager evaluation
- Update on Hemlock Road alternate access and future repairs process including FEMA requirements, timeline and financing

**Adjournment.** Layton moved to adjourn, seconded by Smith. **Passed Unanimously.**

**Meeting Adjourned:** 12:10 AM.

Respectfully submitted,  
Ralph C. Hybels  
Minutes Taker

Approved by the Selectboard on

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Marcia Calloway, Selectboard Chair

PLEASE NOTE: JUNCTION ARTS & MEDIA (formerly CATV) POSTS RECORDINGS OF ALL REGULAR MEETINGS OF THE NORWICH SELECTBOARD.

## Memorandum

TO: Norwich Selectboard  
FROM: Marcia Calloway  
DATE: December 6, 2022  
RE : Town Manager Search

Norwich resident Mary Gorman has volunteered a web search and annotated that search with her own deep background in the area of recruitment. Below are the firms she identified with some helpful questions the Selectboard might include in any RFP the board might choose to draft.

**Municipal resources Inc.** (<https://www.mrigov.com/>)

Located in Plymouth, NH, this firm has a NE focus and works for many smaller towns as both an adviser and a recruiter. They do a range of searches for police chiefs to town HR to town managers.

Questions should include: What is their practice vis-à-vis identification of talent, placement of advertisements? What is the firm's background and experience with recruitment and assessment in addition to running a hiring process?

**Raftelis** (<https://www.raftelis.com/>)

This is the firm Hanover used for its recent search; a national rather than a regional firm.

Questions should include: What is the fee structure for smaller municipalities?

**Baker Tilly** <https://www.bakertilly.com/specialties/public-sector-executive-recruitment>

A large public sector recruitment firm with a strong reputation in recruitment and assessment. Questions should include: What is the fee structure for smaller municipalities?

**Colin Baenziger & Associates** (<http://www.cb-asso.com/>)

Small, national firm experienced with town manager searches in several northern New England municipalities including Concord, NH, Portland, ME and Norwich, CT.

**Questions as you explore search firms:**

- 1) Retained or contingency firm - I would recommend you work with a retained firm (you pay regardless of placement) versus contingency firm (you pay only if they place someone). A retained firm will be fully committed to the search whereas a contingency firm may lose interest if the search is too hard or more/easier/better work comes across the transom. All of the best firms are retained.
- 2) Approach to creating the position spec - you'll want to understand how they engaged the public and the town employees in developing the position spec. The spec should focus on competencies, rather than a laundry list of tasks that the person must accomplish. It's good to outline responsibilities or perhaps critical work in the first 18 months, but the spec should focus on the skills, experiences, competencies and attributes that will enable the person to be successful.
- 3) Process and likely timeline
- 4) Candidate development process - what tools and approaches do they use to identify and screen talent? What early references are conducted on emerging candidates?
- 5) Referencing - there are NO shortcuts to referencing. You'll want to know who conducts the references, at what point in the search, and how will the references be delivered to you.
- 6) Guarantees - Most firms will guarantee a placement for a year (with exceptions for situations/behaviors that could not be foreseen).
- 7) Fees for a retained search tend to be 1/3 of the annual compensation with often a minimum fee. There will also be direct costs (e.g. travel of the candidates for interviews) and possible an administrative fee.

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Town of Norwich  
Request for Proposals for Executive Search Firm / Consultant for Town Manager  
Recruitment Services

I. Introduction

II. About the Town of Norwich

III. Town of Norwich Form of Government

IV. Ideal Town Manager Candidate

~~V. Qualifications~~

~~VI. Scope of Work~~

~~VII. Proposal Requirements~~

~~VIII. Selection Process~~

**Introduction**

The Town of Norwich, Vermont requests proposals for an executive search firm or consultant to guide its search for a new Town Manager.

The ~~Select~~Board (“Board”) is seeking a firm or consultant to conduct a wide-reaching search and provide a slate of qualified candidates for the Town Manager position, which will oversee a \$5.3 million budget and a staff of ~~tk full-time equivalents~~. The Board seeks an engaged, thoughtful, and deliberate approach in the search for a new town manager, including a plan for soliciting feedback from community stakeholders.

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The Town will select a search firm or consultant by ~~September-November~~ 2023. Proposals will be accepted from ~~June 28~~ August 24, 2023 through ~~August 4~~ October 11, 2023.

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**About the Town of Norwich**

The Town of Norwich is a community of approximately 3,300 residents in rural Vermont, located in the area of Dartmouth College and known locally as the Upper Valley. Norwich serves as a 'bedroom community' for Dartmouth College, Dartmouth Hitchcock Hospital, the Army Corps of Engineers Cold Regions Lab, various engineering firms and the like. Chartered in 1761, the town has a total area of 44.7 square miles and lies on the western bank of the Connecticut River, which forms the boundary with New Hampshire. Interstate 91 and U.S. Route 5 run through the town as does the Appalachian Trail; Amtrak rail service is available in nearby White River Junction, Vermont, and there is an airport in neighboring Lebanon, New Hampshire. Norwich enjoys features a rural area and lifestyle with scenic beauty and exceptional natural resources. Its citizens are active volunteers for boards, commissions and committees in town, and are engaged in all aspects of the town and area. Citizens expect transparency in their town government consistent with the Vermont Open Meeting Law (1 V.S.A. § 312), and fair value for their tax dollars. Having the first-in-the-nation

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~~interstate school district, students attend elementary school in Norwich, and middle, as well as a quality school and high school in Hanover, New Hampshire. The town is system. Proud of its bustling heart-of-the-town general store and other commercial and cultural establishments which include two restaurants, a brew pub, King Arthur Flour baking company, and the Montshire Museum of Science.~~

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### Town of Norwich Form of Government

~~The Town of Norwich voted for is a Town-Manager form of government in 2002, pursuant to Vermont Statutes Annotated, Title 24, Chapter 37, which inter alia mandates the duties of the Town Manager and Selectboard, as provided by Title 24 under Vermont law. Since 2002, the town has employed six Town Managers. Under that Chapter the Board The Selectboard is responsible for required to select hiring a Town Manager with special reference to his or her education, training and experience, who works under the supervision of the Board to the expertise to oversee and direct the day-to-day activities of the Town departments, within broad functional areas including, Finance, Public Safety (Police and Fire), Recreation, Public Works, Human Resources, and Planning. The Town Manager office also provides leadership on all of the Town's strategic initiatives, including some Human Resources functions, including the affordable housing, climate action, and organizational improvement. The Town Manager is responsible for hiring, removing removal, and overseeing oversight of most all-Town employees. Based on Selectboard budgetary and policy direction, the Town Manager provides leadership on all the Town's strategic initiatives. In addition to the Town of Norwich, there is a separate, co-existing Norwich Fire District which is a "municipality" pursuant to 1 V.S.A. § 126 and 20 V.S.A. § 2481 and which provides water and sidewalks in the village.~~

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### The Ideal Town Manager Candidate

~~The successful Town Manager candidate will be an experienced administrator, and a creative and driven-visionary leader. He or she will be able to multi-task with the routine and unscheduled issues which regularly flow through the Town Manager's office. Effective communication skills and a who effectively collaborative approach are essential requirements es with the community and the Selectboard to fulfill a shared vision of the Town goals and to execute Town policies. Specifically, he or she will be able to communicate with the public effectively and proactively as to the efficiency level of governance and to articulate and advocate for long-term goals, the paths required to achieve them, and the necessity of achieving them. In turn he or she should expect support from the Board as part of the collaboration of effective government, and similarly The Town Manager will be responsive to Board feedback and direction. throughout the year. Critically, the Town Manager must possess and utilize Using a variety of tools, resources, and skill sets to, they will nurture and sustain a healthy work environment for sense of belonging among staff, a productive working relationship between staff and elected and appointed officials, and a sense of trust within the~~

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community as a whole. ~~He or she will also~~ A strategic and fiscally responsible leader demonstrating a solid commitment to obtaining grants and increasing revenue streams, the Town Manager will build and maintain trusted, engaged and effective working relationships with the Board, community, and state and regional partners and organizations. They will respond to feedback and direction throughout the year. ~~The~~ The Town Manager will also be a strategic and fiscally responsible leader demonstrating a solid commitment and ability to oversee Town expenditures, in addition to obtaining and maintaining grants and other means to increase revenue streams and manage expenses of the Town. is invested in responding to the disruptions of climate change within the fiscally constrained parameters of a small town and has a motivation to address the housing crisis. The Town Manager will focus on investing in the development and empowerment of staff through increased engagement, training, and support and will continue to invest in their own professional development, engaging in training and continuous education. They will create and ensure excellence in the evaluation of the Town's programs, including documentation to meet government and grantor policies, to ideally exceed reporting requirements.

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### Qualifications

Candidates ~~for the position of Town Manager~~ must have a bachelor's degree at a minimum. plus any ~~The Board will consider combinations~~ of education and experience that will demonstrate the ability to perform the Town Manager job. Candidates should have a record of e ~~Experience preparing and making public presentations to diverse groups. board, employees, and groups and managing multiple projects or programs simultaneously. The Candidate should show a~~ A record of demonstrated leadership in successful one of the town's strategic initiatives, such as: affordable housing, financial stability, climate action, and organizational improvement. and the like, highly desirable.

### Scope of Work

1. Perform a position analysis and develop a comprehensive position profile, which may be informed by site visits, ~~but should include at a minimum, individual meetings with Board members, staff, focus groups, with community stakeholders, and the like. and in-person and remote work sessions or workshops with town staff.~~
2. Review of the current compensation and recommend changes, if necessary, based upon market conditions and other factors.-
3. Review of existing recruitment materials to create an opportunity guide or other marketing materials for advertising the position. The Town expects the successful ~~respondent firm~~ to develop a marketing strategy that utilizes advertising, direct solicitation of known desirable candidates, and the firm's professional contacts.
4. Collection and collation of applications with initial ~~review and screening of initial~~ candidates, providing periodic status updates to Board.-

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5. ~~In collaboration with the Board, the firm will d~~Design and facilitate the an efficient and timely interview process

6. ~~In collaboration with the Board, the firm will implement a screening process that to narrows the field of~~produce a short list of finalist candidates.

4. ~~5-7. Conduct~~Completion of detailed background-and professional reference checks on recommended finalists, including but not limited to verification of education background, with checks on criminal/civil litigation ~~checks, financial and social media issues.~~check

6.1. ~~Implement a screening process that narrows the field of finalist candidates.~~

7.8. ~~Presentation of a summation summary of finalists' employment backgrounds,~~ personal strengths, accomplishments, recommendations, and personal and professional references. for top candidates

8.1. ~~Design and facilitate the interview process.~~

9. Advise Town on establishing performance expectations particular to the selected candidate's profile and qualities

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Commented [m3]: Is #9 appropriate for a search firm?

### Proposal Requirements

Commented [m4]: M. Calloway -- I tailored this section on the information from Mary Gorman, based on her expertise working for high-level search firms.

1. A cover letter on firm letterhead including the date, the Request For Proposal subject line, name of proposing firm, the contact information for the firm's representative, with the following information: person at the firm with all the applicable contact information-

a. The firm's experience working for smaller municipalities

b. A dDescription of the firm's practice vis-à-vis identification of talent, and placement of advertisements or other tools to identify and screen talent

c. What is the firm's approach for developing position specifications, e.g. how are the public, the town employees, and other stakeholders engaged.

d. A description of the renence process, specifically who conducts references, what checks are done, at what point in the search are they done, and how will the results be delivered to the Board.

e. What guarantees does the firm make.

f. An explanation of the firm's fee structure for smaller municipalities, specifically whether the work is done as a retained or contingency firm. If retained, what are the associated fees.

g. A description of the process and likely timeline.

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f. ~~2. be the background, experience, and capabilities of the firm as it relates to the Scope of Work. Highlight any successful placements and discuss the unique benefits the Town is likely to experience in working with the firm.~~

M. Calloway edits in red.

P. Smith comments/edits in green

M. Layton comments/edits in blue.

3. Provide a description of how the recruitment is to be conducted, particularly how the firm will identify and solicit outstanding candidates that are not actively seeking positions.
4. Provide cost proposal for scope of services including fixed costs, expenses (including anticipated advertising expenses), reimbursable costs, and any other anticipated costs.
5. If firm offers a performance guarantee, describe the terms and conditions under which the guarantee applies.

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### Selection Process

The Board will begin review of proposals on August 24, 2023, with the intention of selecting a firm by October 11, 2024. The successful firm will be notified in writing by the Board.

Commented [m5]: P. SMITH -- thinks we should use past RFP wording for Selection Process and Disclaimers.

Commented [m6R5]: M. LAYTON -- thinks timeline is okay but we have to move on this.

Commented [m7]: M. Layton says: Section # 9 Selection Process

I do not see this as part of the proposal to search firms but do see it as vital to the final selection by the Selectboard. I envision it as a grid with percentages as a weighting mechanism, that lists attributes from the Ideal Town Manager Candidate section, including personal qualities and qualifications. Other considerations might have to be included such as ability to relocate to this area, minimal years of commitment, and other ideas that might come out of the results of the search firm's research. I would have each member of the Selectboard or Search Committee fill out the grid, then combine the results. The Selectboard used this type of grid in the search which hired Herb Durfee. A grid has also been used to select engineering firms who have submitted RFPs. Alternatively to the above, the search firms may have input as to how to select the best candidate. Is this section a decision point for the Selectboard as to forming a Search Committee, or not?

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### FIRM SELECTION PROCESS & DISCLAIMERS SECTION

Based on a review by the Selectboard, the town will offer an award to the chosen firm. The town anticipates making the award no later than September 9, 2023.

### DISCLAIMERS

1. Those submitting a response to this RFP do so entirely at their own expense. There is no express or implied obligation by the Town of Norwich to reimburse any entity or individual for any costs incurred in preparing or submitting of proposals, preparing or submitting additional information requested, or participating in any selection interviews.

2. The Town of Norwich reserves the right to withdraw this Request for Proposal, to accept or reject any or all statement of qualifications, to advertise for new proposals if it is in the best interest of the Town to do so, and to award a contract as deemed to be in the best interest of the Town.