



Approved as amended by City Council on September 5, 2017

## **City Council Special Workshop Meeting August 9, 2017**

### **Call to Order**

Interim Mayor/Councilor Clarenbach called the meeting to order in the Council Chambers, Franklin City Hall at 6:05 p.m.

### **In Attendance**

Councilor Ribas, Councilor Moquin, Councilor Barton, Councilor Giunta, Councilor Desrochers, Councilor Wells, Councilor Zink, Councilor Dzujna, City Manager Dragon and Interim Mayor/Councilor Clarenbach. Special guest Carl Weber and Jen Brennan from Primex.

Salute to the Flag was led by Councilor Dzujna.

Interim Mayor/Councilor Clarenbach stated that they will allow for public input after each section instead of public comment section. He stated the council pre-answered questions so the public will hear those answers.

### **Agenda Item I.**

**Facilitated council workshop with public input to create an ideal candidate profile for the next city manager.**

Carl Weber passed out sticky pads for the council and city manager to write on. They will begin with the hard questions and then get to the easy questions. These answers will help when marketing the position.

Question #1 – Identify any critical issues the City of Franklin and the new City Manager might encounter.

Jen Brennan stated the council and city manager should have already written answers to these questions. From those answers the council and city manager needed to pick their top 3 critical issues and put each one on a sticky note. Jen Brennan stated the councilors and city manager will choose which easel they want to put their sticky note on and then decide if the issue is the same as or related to the other issues on the board.

#### *First pick:*

Interim Mayor/Councilor Clarenbach – many active economic development projects

Councilor Desrochers – education funding with dependent school district, grants etc.

Councilor Barton – thoughts regarding school system, peoples concept of the school system

Councilor Dzujna – revitalization

Councilor Wells – councilors informed of all happenings

Councilor Ribas – aging infrastructure – roads, water, sewer, other

Councilor Zink – moral of city/school and managing the team

Councilor Moquin – school funding crisis

City Manager Dragon – regionalization/consolidation of services

*Second pick:*

Interim Mayor/Councilor Clarenbach – tightening budgets for the next few years

Councilor Barton – not a rich city

Councilor Desrochers – work under a tax cap

Councilor Dzujna – working within the tax cap

Councilor Zink – economic development and redevelopment for growth

Councilor Wells – at first ask when in doubt

Councilor Moquin – water, sewer & road infrastructure failing

City Manager Dragon – completion of unique economic development projects

Councilor Ribas – negative perception of the city

*Third pick:*

Interim Mayor/Councilor Clarenbach – potential dept. head and asst. dept head turnover

Councilor Dzujna – school budget funding

Councilor Barton – tax base

Councilor Ribas – inadequate tax base

Councilor Zink – relationship with the school, our educational outcome for our children, tax cap formula with % of local tax, cuts to educational funding from state

City Manager Dragon – funding of school and city services

Councilor Moquin – economic revitalization

Councilor Desrochers – revitalization projects

Councilor Wells – under paid employees

Carl Weber stated they have created themes on the boards which are infrastructure issues, morale/turnover/pay, regionalization/schools, economic development/revitalization, funding/budgets, actions. Normally you see 5-7 so the group is within that. At this time each person can change one (1) issue to another board of a different theme if needed.

City Manager Dragon asked to move regionalization/consolidation of services to go under funding.  
Councilor Moquin asked to move infrastructure to funding.

Carl Weber asked if there are any other big significant issues that aren't captured and none were raised.

**Public input**

Annette Andreozzi asked if they can repeat what the original direction was. Interim Mayor/Councilor Clarenbach stated the original direction was to provide what you think the critical issues are for the City of Franklin and what the City Manager may encounter and he reread the themes.

Annette Andreozzi stated that a critical issue is support of Northern Pass and knowledge thereof. Most agree it is a benefit to Franklin and we would not want someone who doesn't think it will be. Interim Mayor/Councilor Clarenbach is hopeful that Northern Pass will be decided upon by the time a new city manager is in place. City Manager Dragon stated she spoke to Northern Pass today as the hearings were pushed out to the end of September and she has volunteered to come back to testify. They are checking with their lawyers and if not she will memorialize everything in writing.

Carl Weber asked where would that go on the boards and Interim Mayor/Councilor Clarenbach stated it goes under funding.

Scott Burns stated to make sure that the major projects are kept on the CIP and the CIP is kept going.

Tim Moquin stated another issue is clear and concise communication with the public. Interim Mayor/Councilor Clarenbach stated this may go to one of the other questions and Carl Weber agreed.

Councilor Moquin stated the challenge with police and fire with the drug epidemic. Carl Weber stated they start broad and then move to narrow so where would she like that to go. Councilor Moquin stated morale.

Carl Weber stated they will go to the next question, some potential roadblocks that may hinder a smooth transition. Once again the councilors and city manager need to state their top three (3) but there will only be one (1) board this time.

*First pick:*

Interim Mayor/Councilor Clarenbach – new mayor/new city manager  
Councilor Dzujna – negative perception of the city  
Councilor Zink –department head working relationship/trust/shoestrings/webafixes/magic tricks  
Councilor Wells – new mayor and possibly three new councilors  
Councilor Barton – old thoughts/new ideas  
Councilor Desrochers – unable to shift gears quickly to adapt  
Councilor Moquin – competing interests among dept heads  
City Manager Dragon –new council and new mayor  
Councilor Ribas – employee burnout leading to potential turnover

*Second pick:*

Interim Mayor/Councilor Clarenbach – limited financial resources  
Councilor Barton – community input not enough  
Councilor Desrochers – ability to unite the staff  
Councilor Dzujna – burnout of city employees  
Councilor Zink – relationship with the school district  
Councilor Wells – starting to put together the budget from get go  
City Manager Dragon – demands for municipal services out pacing the budget  
Councilor Moquin – multiple complex projects & funding sources

Councilor Ribas – history of friction with school board and city council

*Third pick:*

Interim Mayor/Councilor Clarenbach – so many needs with few resources

Councilor Desrochers – learning curve

City Manager Dragon – groups & efforts to keep on track

Councilor Zink – new mayor/new city council elections

Councilor Dzujna – personalities on Franklin Talking

Councilor Wells – learning personalities of all dept heads, school, councilors

Councilor Moquin – establish leadership following strong city manager

Councilor Barton – none

Councilor Ribas – none

Carl Weber asked if there are any roadblocks that weren't captured. City Manager Dragon stated that the city manager is the project coordinator for the Franklin Mayor's Drug Task Force so learning prevention and strategic prevention framework and defining his/her role moving forward.

**Public Input**

Annette Andreozzi stated she had two (2) items the first is accepting there are people employed here that they have to work with and subdue their personality for the betterment of the city. Second (2) is knowledge in these specific areas – knowledge of how a city works especially this city, knowledge of what Franklin is and legal workings of this city. City Manager Dragon stated to add how a dependent school district works.

A short break was taken.

Carl Weber stated they will combine the next 3 questions, essential skills needed in the new city manager, behaviors the city council would like to see in the new city manager and attributes of the ideal candidate. Once again the councilors and city manager need to state their top three (3) but there will be predefined areas this time of education/expertise, technical skills, style/personality/behavior and other to place their picks.

*First pick:*

Councilor Barton – creative budget development (tech skills)

Councilor Zink – demonstrative municipal management, finance, labor, HR, policy mgt, etc. (ed/exp)

Councilor Dzujna – detail orientated (style/pers/beh)

Councilor Wells – whole understanding of budget process (tech skill)

Councilor Desrochers – education 5 yr min exp especially in finance (ed/exp)

Interim Mayor/Councilor Clarenbach – seasoned hire of mid-level mgr of 5 yrs and above (ed/exp)

City Manager Dragon – municipal experience of 5-10 yrs including finance & econ dev (ed/exp)

Councilor Ribas – mgnt skills – innovate, lead, manage, speak in public and write effectively (tech skills)

Councilor Moquin – writing grant applications and manager grants (tech skills)

*Second pick:*

Councilor Dzujna – financial and municipal background (ed/exp)

Councilor Zink – team player & unify a team with the highest integrity, style & personality (style)

Councilor Wells – ability to manage department heads (tech skills)

Councilor Desrochers – friendly personable demeanor (style)

Interim Mayor/Councilor Clarenbach – good listener, communicator of the why and what (style)

City Manager Dragon – strong leader with strong track record of empowering dept heads and others (style)

Councilor Barton – commitment to Franklin (other)

Councilor Moquin – creative, savvy, confident with budget development (style)

Councilor Ribas – people skills, interact positively with people persuade, explain, negotiate (tech skills)

Carl Weber and Jen Brennan went over what has been placed on the boards.

*Third pick:*

Councilor Ribas – financial literacy – read, understand, and prepare financial documents (tech skills)

Councilor Moquin – team builder inclusive of the SAU (style)

Councilor Barton – keep employees working together (style)

City Manager Dragon – can do optimistic attitude that deals with challenges creatively (style)

Interim Mayor/Councilor Clarenbach – experienced type budget manager (ed/exp)

Councilor Desrochers – professional actions and speech (tech skills)

Councilor Wells – understanding the city comes 1st (tech skills)

Councilor Zink – excellent written and oral communication, visionary, attention to detail, lead to inspire and empower staff, leader in public, represents the city in leader capacity (tech skills)

Councilor Dzujna – good listener (style)

Carl Weber went through the items on the board and he asked if there are any skills not mentioned.

Councilor Zink – flexible, nimble, caring, compassionate (style)

Councilor Dzujna – thinks outside the box (other)

Councilor Barton – has worked with a variety of leaders (style)

City Manager Dragon – takes initiative, self-driven (style)

Councilor Wells – must be able to delegate (style)

City Manager Dragon – collaborator – works with organizations (tech skill)

Councilor Dzujna – able to builds relationships (style)

Carl Weber talked about cautioning communities about being so specific as then they limit the pool way down as to who can qualify. He stated that he didn't feel this has been done here.

Councilor Zink – knowledge of Franklin and willingness to move here (other)

Carl Weber stated this will help define pieces of the job description and what requirements the recruiter will be looking for.

City Manager Dragon – positive communications with the public (style)

**Public Input**

Scott Burns stated he would like to see someone with an MBA and 5 yrs experience plus knowledge of project management experience (ed/exp).

Leigh Webb stated they should have patience and a sense of humor (style).

Annette Andreozzi stated they should have a desire and the ability to learn new things and ways (style).

Carl Weber talked about hiring and the focus is primarily on technical skills and education. Successful people in their jobs technical skills and education are 7% of their job and 93% of their job tends to be the right style for the job. Councilor Dzujna stated that since we have more in style we are thinking correctly.

Councilor Ribas stated another community member suggested someone who has crisis management skills.

Councilor Moquin stated she got a call from a member of the public to say someone who will move to Franklin to be invested in the community personally.

Councilor Ribas stated someone who has crisis management skills.

Carl Weber stated that they got through all the issues and will deliver back a summation for the council to give the recruiter to take and use.

Councilor Dzujna mentioned that on the 21<sup>st</sup> City Manager Dragon and Finance Director Milner will present consolidation at the school board meeting.

***Motion to adjourn made by Councilor Dzujna and seconded by Councilor Desrochers. All in favor; meeting adjourned at 7:36 p.m.***

Respectfully Submitted,

Lauraine G. Paquin