

Special Meeting of the
Hillsborough County Board of Commissioners
February 10, 2017
Bouchard Building, Goffstown, NH
(Not Official until Approved by the Board and signed by the Clerk.)

Present: Comm. Pappas, Comm. Rowe, Comm. Bergeron, D, Boyd, C. French, C. Kirby, and L. Stonner

Also Present: C. Weber-Primex

CALL TO ORDER

Comm. Pappas called the meeting to order at 10:00 a.m.

PLEDGE OF ALLEGIANCE

Comm. Rowe led those present in the Pledge of Allegiance.

COUNTY ADMINISTRATOR RECRUITMENT PROCESS

Carl Weber, Primex – Director of Member Services

Comm. Pappas welcomed Carl Weber who will assist with the recruitment process. Comm. Pappas introduced those at the table.

Mr. Weber distributed packets and explained that today the Board will be reviewing Section b, which is the identification part of the process and includes time flow (time flow sheet included), and will address the larger issues that will assist the County in getting a feel for what it is facing and identifying some of the obstacles that might get in the way. The next step will be to identify the Board's priorities for the County Administrator position.

He added that the process typically starts with:

- the critical issues facing the County
- the issues that will be facing the County Administrator

Critical issues facing the County, as identified by the Board include:

- Preparation of a sound budget no later than May 10th
- Technology requests & upgrades
- Coordination between the departments, and interaction and communication with the Delegation
- Staffing issues (recruitment, retention and turnover), particularly with the DOC and Nursing Home
- Union negotiations (it is key to include costs in new budget)
- Negotiating insurance rates
- Continue team approach
- Succession planning
- 5-year plan

Things that can get in the way:

- Medicaid/Medicare & HHS rates have an impact on revenue (approximately one-third of the budget)
- Use of land & buildings (particularly the loss of revenue when the women's prison is vacated)
- Amount of Surplus, and how it will be addressed

Roadblocks that could get in the way of a smooth transition:

- Personality of the individual and how it affects relationships with the departments & Executive Committee
- Poor communication skills
- The learning curve
- The timing of the person coming in and immediately facing a new Board, the budget process, negotiations and insurance rates
- Making comparisons between the old and new administrator
- Lack of willingness on all levels to re-think how things are done, and/or do things in a different way
- Lack of willingness to accept legal advice, even if he/she does not agree

Skills necessary for the position:

- Possess budget experience and the ability to move the County budget through the process
- Have a good understanding of the NH RSA's
- Be a good leader
- Be open to developing a passion for County government
- Be creative
- Have the ability to monitor the expenditures and day-to-day operation
- Possess a good personality and the ability to work well with others in collaborative manner
- Be trustworthy
- Possess a collaborative style
- Effectively supervise COAF staff of 12 while building a team
- Have the ability to say "no" or "you can't do that, etc.", when appropriate
- Possess a willingness to work with BOC even when he/she does not personally agree with a decision
- Have the ability to meet deadlines
- Be a person who will inspire others
- Possess the ability to communicate with, and foster relationships with the media
- Be someone who will delegate and empower others

Mr. Weber noted that he recently challenged some leaders he was working with to find the most challenging project on their desk, the one that would bring them the most fame and recognition, and delegate it down to someone else, but noted that is hard to do when one is passionate. He added that he can provide ranking sheets that will help prioritize the candidate's characteristics and skills as they compare to the County's priorities and he also discussed behavioral traits.

Other skills necessary for the job:

- Be receptive to input and new ideas
- Possess an open-door policy and be open and receptive to candor
- Possess the ability to collaborate with elected officials
- Possess patience and a sense of humor
- Be thick skinned
- Possess integrity
- Be open to communicating with key players who will support a new process or a change
- Be committed to holding regular department meetings
- Possess the an understanding of different styles of leadership, ie, when delegating a task, delegate authority along with the responsibility
- Have the ability to foster team building and relationships
- Have the willingness to empower people without micromanaging
- Possess the skills to manage the buildings, computers, electronics and the budget

Mr. Weber suggested that the Board consider the logistics of the process.

Comm. Rowe suggested that he would prefer that the candidate to be a NH resident and one who understands the State's laws.

Discussion ensued relative to where the job would be posted and the Board agreed upon the following:

- NH Municipal Association
- Municipal Management Association
- Primex
- NH Association of Counties & the County affiliates
- Labor Net

Discussion ensued relative to ranking and scoring the resumes to see who gets through to the interview process. Human Resources will notify applicants of the deadline and notify them of the process. Ranking and scoring will be completed by Wednesday, March 15th.

Discussion ensued relative to having another panel that will help narrow the field for the second interview. Mr. Weber noted that it is important that all candidates are asked the same questions during the interview process. Mr. Weber noted that the two panels could meet simultaneously, each interviewing different candidates and then switching. The Board favored having a BOC panel and a second panel; Mr. Weber noted that the Board would be looking for input from the other panel, but would not share its observations with the other panel; he added that T. Llewellyn will be here on that date to help with the other panel.

Mr. Weber asked the Board to consider how it wishes to narrow down the candidates and added that some entities will give candidates a real-world project to complete between interviews #1 and #2 that would demonstrate that the individual has the skills and abilities that the Board is looking for. Comm. Pappas noted that it would be helpful to have a presentation on an issue in County government related to real estate or the women's prison. Mr. Weber noted that some national companies are considering a business incubator.

The following timetable was established:

- Friday, February 17th – Job postings will be completed
- Friday, March 10th – Deadline for responses
- Wednesday, March 15th – Ranking the candidates will be completed
- Monday, April 10th – The second and final interviews are scheduled
- Friday, April 14th – A conditional offer will be made, subject to favorable background and criminal records checks
- Friday, April 28th – Negotiation of terms will occur
- Monday, May 29th – Start date

The Board discussed the salary range and requested that Ms. Boyd check comparable wages in the area and return to the Board with the information.

Following discussion, the following were considered for the second panel:

- Ray Bower
- DOC
- Nursing Home
- Attorney Kirby
- David Fredette

D. Boyd will be in touch with the proposed panel members and report back to the Board.

The Board thanked Mr. Weber for his help with the recruitment process. He excused himself and left the meeting.

OTHER BUSINESS:

Comm. Pappas asked that the upcoming meeting of the NHAC Commissioner's Council at Primex on February 16th be posted.

The Board discussed possible dates for a meeting with the new negotiator, Elizabeth Bailey, Esq. Board members indicated that February 17th or February 22nd in the afternoon would work. Ms. Boyd and Ms. French will notify department heads.

ADJOURN

There being no further business to come before the Board, a motion to adjourn was entertained.

Motion:

To adjourn the meeting.

Motion by Comm. Bergeron, second by Comm. Pappas.

The Board of Commissioners Meeting adjourned at 12:10 p.m.

Approved March 1, 2017

Comm. Paul G. Bergeron, Clerk
Hillsborough County Board of Commissioners

Date