

**SELECTMEN'S MEETING AGENDA\***

*Donn B. Griffin Room, Town Hall*

*732 Main Street, Harwich, MA*

*Regular Meeting 6:30 P.M.*

*Monday, March 2, 2020*

*\*As required by Open Meeting Law, you are hereby informed that the Town will be video and audio taping as well as live broadcasting this public meeting. In addition, anyone in the audience who plans to video or audio tape this meeting must notify the Chairman prior to the start of the meeting.*

**I. CALL TO ORDER**

**II. PLEDGE OF ALLEGIANCE**

**III. WEEKLY BRIEFING**

- A. Sewerage Work Improvement Phase 2 – Contract #1 – Construction Schedule – Weekly Update
- B. Sewerage Work Improvement Phase 2 – Contract #2 – Construction Schedule

**IV. PUBLIC COMMENTS/ANNOUNCEMENTS**

**V. CONSENT AGENDA**

- A. Vote to accept the resignation of Matthew Cushing, MD from the Harwich Board of Health effective immediately
- B. Vote to approve Caleb Chase Fund request in the amount of \$500.00
- C. Vote to approve 36<sup>th</sup> Annual Cape Cod Getaway MS Bike Ride - June 27, 2020 - June 28, 2020
- D. Vote to Approve the Birtwell Memorial Walk for Alzheimer's – May 9, 2020 – 8:30 AM – 4:00 PM

**VI. PUBLIC HEARINGS/PRESENTATIONS (Not earlier than 6:30 P.M.)**

**VII. NEW BUSINESS**

- A. Vote to approve the appointment of James Armstrong to the Board of Appeals as a full member – Don Howell to include term
- B. Vote to approve the appointment of Brian Sullivan to the Board of Appeals as an alternate member – Don Howell to include term
- C. Vote to Approve Hall Karts, Inc. Weekday and Sunday Entertainment License for Go Carts, 9 Sisson Road Harwich Port
- D. Vote to approve Grand Slam Entertainment Sunday Entertainment License for Bumper Boats, Batting Cages, Zip-line, Arcade, 322 Main Street Harwich

**VIII. CONTRACTS**

**IX. OLD BUSINESS**

- A. Town Administrator Search Committee Confidential Process
- B. Review and Vote on the selection of the Town Administrator consultant
  - 1. Edward J. Collins, Jr. Center for Public Management
  - 2. Community Paradigm Associates, LLC
  - 3. Groux-White Consulting, LLC

**X. TOWN ADMINISTRATOR'S REPORTS**

- A. GEI Consultants, Inc. Contract for Round Cove Boat Ramp Reconstruction Project - \$16,900.00
- B. Budget/Warrant Timeline FY 2021
- C. Departmental Reports

**XI. SELECTMEN'S REPORT**

**XII. ADJOURNMENT**

*\*Per the Attorney General's Office: The Board of Selectmen may hold an open session for topics not reasonably anticipated by the Chair 48 hours in advance of the meeting following "New Business." If you are deaf or hard of hearing or a person with a disability who requires an accommodation contact the Selectmen's Office at 508-430-7513.*

**Authorized Posting Officer:**

**Posted by:** \_\_\_\_\_  
Town Clerk

\_\_\_\_\_  
Patricia Macura, Admin. Secretary

**Date:** \_\_\_\_\_  
February 26, 2020

TOWN OF HARWICH, MASSACHUSETTS  
SEWERAGE WORKS IMPROVEMENTS PHASE 2 – CONTRACT #2

CONSTRUCTION SCHEDULE – WEEKLY UPDATE

**One Week Look Ahead (02/24-02/28)**

- Mainline Sewer Crew # 1
  - Continue sewer on Sou'West Drive (C-10)
    - **Road closed between 137 and Church Street**

**Two Week Look Ahead (03/02-03/06)**

- Mainline Sewer Crew # 1
  - Continue sewer on Sou'West Drive (C-10)
    - **Road closed between 137 and Church Street**

**Three Week Look Ahead (03/09-03/13)**

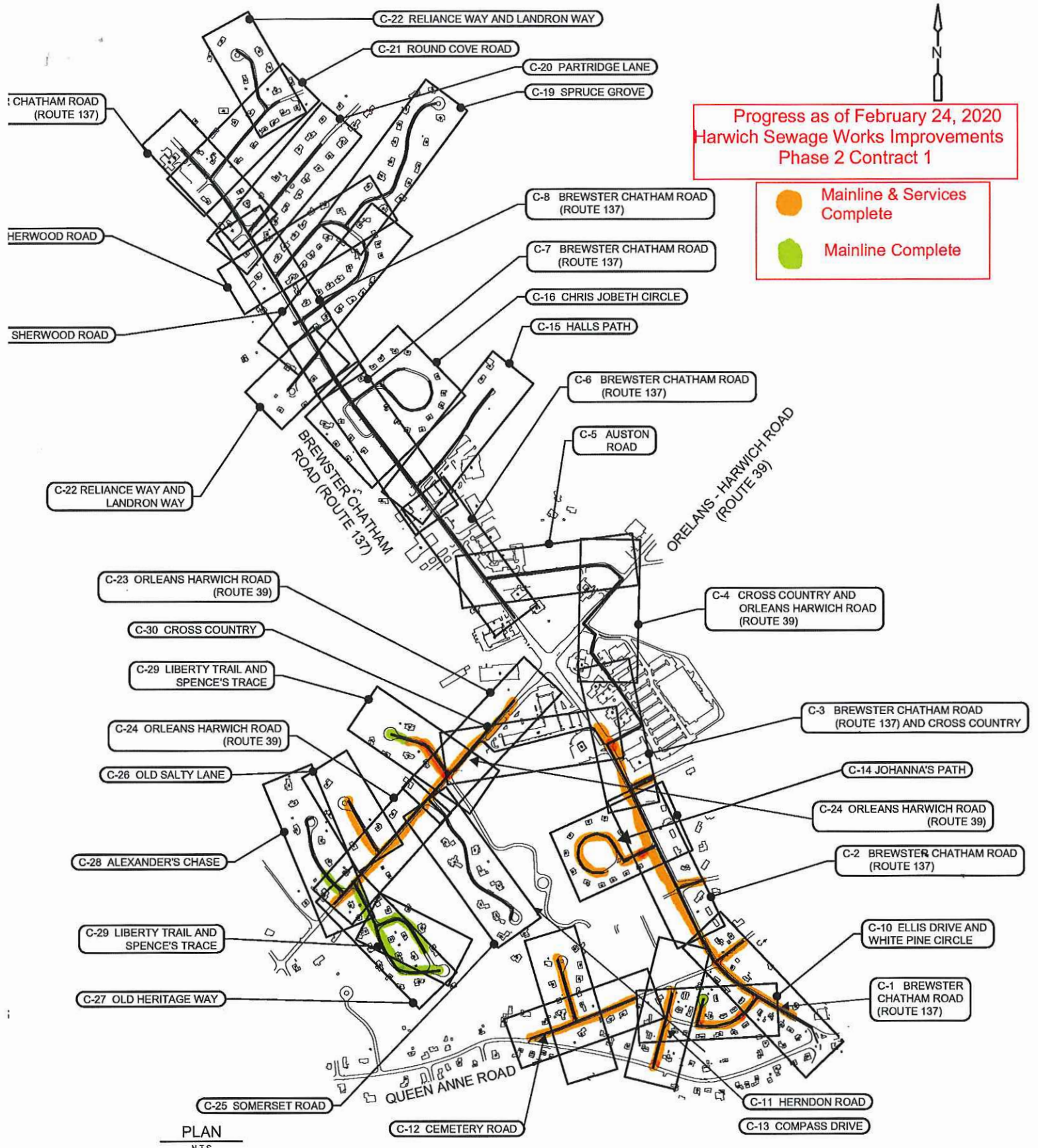
- Mainline Sewer Crew # 1 (Monday – Wednesday)
  - Finish sewer on Sou'West Drive (C-10)
    - **Road closed between 137 and Church Street**
  - Install sewer on Nor'East Drive (C-11)
    - **Road closed between 137 and Church Street**
- Mainline Sewer Crew # 2
  - Install sewer on Church Street (C-02)
    - **Road closed between Bay Rd and Queen Anne**

**Please note that this is a projected schedule and will be adjusted accordingly based on the Contractor's actual progress and the weather. On an as needed basis auxiliary crews will be performing testing, installing inverts, raising castings, paving , and performing general cleanup at various locations throughout the project area.**



Progress as of February 24, 2020  
Harwich Sewage Works Improvements  
Phase 2 Contract 1

-  Mainline & Services Complete
-  Mainline Complete



PLAN  
N.T.S.

TOWN OF HARWICH, MASSACHUSETTS  
SEWERAGE WORKS IMPROVEMENTS PHASE 2 – CONTRACT #1  
SEWER PROJECT

CONSTRUCTION SCHEDULE – WEEKLY UPDATE

Date Submitted: February 24, 2020

**One Week Look Ahead (02/24-02/28)**

- Mainline Sewer Crew # 1
  - Commence Gravity Sewer Installation on Alexander Chase
  - Subcontractors performing various tasks at various locations  
Testing, Inverts, Casting Adjustments, Mandrel (RT 137 & RT 39)
- Mainline Sewer Crew # 2
  - Continue Installation on RT137  
\*\* Detour \*\*

**Two Week Look Ahead (03/02-03/06)**

- Mainline Sewer Crew # 1
  - Continue Gravity Sewer Installation on Alexander Chase
  - Commence Gravity Sewer Installation on Halls Path
  - Subcontractors performing various tasks at various locations  
Testing, Inverts, Casting Adjustments, Mandrel (RT 137 & RT 39)
- Mainline Sewer Crew # 2
  - Continue Installation on RT137 ( Working Thru the Intersection for part  
of the week)  
\*\* Detour \*\*

**Three Week Look Ahead (03/09-03/13)**

- Mainline Sewer Crew # 1
  - Continue Gravity Sewer Installation on Halls Path
  - Commence Gravity Sewer Installation on Chris Jo Beth
  - Subcontractors performing various tasks at various locations  
Testing, Inverts, Casting Adjustments, Mandrel (RT 137 & RT 39)
- Mainline Sewer Crew # 2
  - Continue Installation on RT137  
\*\* Detour \*\*

**Please note that this is a projected schedule and will be adjusted accordingly based on the Contractor's actual progress and the weather. On an as needed basis auxiliary crews will be performing testing, installing inverts, raising castings, paving , and performing general cleanup at various locations throughout the project area.**

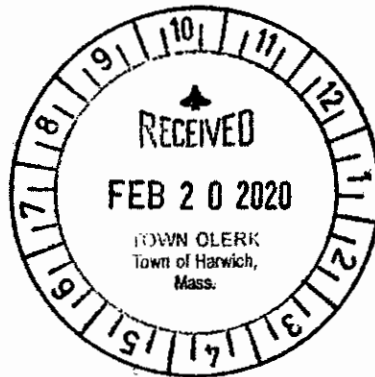
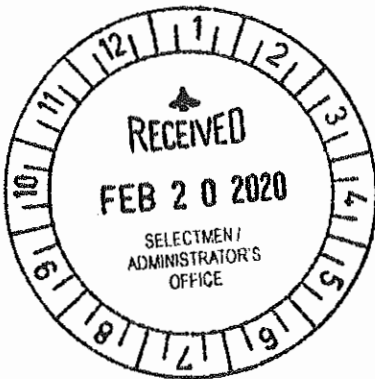


Matthew Cushing MD  
117 Miles St.  
Harwichport, MA 02646  
(508) 364-7297

Thursday, February 20, 2020

To: Town Clerk  
Town of Harwich

I am immediately tendering my resignation from the  
Harwich Board of Health



Sincerely,

Matthew Cushing MD



February 21, 2020

Town Administrator  
Town of Harwich  
732 Main St.  
Harwich, MA. 02645

To Whom It May Concern:

We will be holding our 36th annual Cape Cod Getaway MS Bike Ride on June 27 and June 28, 2020. This two-day, 150 mile bicycle tour attracts 2100 cyclists, who ride from Boston, Mass. to Provincetown, Mass. to raise funds to support the National Multiple Sclerosis Society.

We respectfully request the use of local and state roads for the ride on June 28. I have enclosed cue sheets showing our route. Cyclists will be instructed to ride single file, on the right side of the road, and to follow all vehicle laws, including stopping at red lights and stop signs.

We will hire Harwich police officers to work safety details. We operate a support team consisting of medical personnel, bicycle mechanics, and amateur (HAM) radio operators. Our lead HAM radio operator monitors all emergency radio frequencies, so that we can close or redirect our route should that become necessary.

Please let me know if there are additional steps, permits or permissions I must take to assure approval of the town of Harwich to host our event. I have also provided an Event Notification Form that you can use to indicate your approval for our request.

If you need any further information or have any questions regarding this request please don't hesitate to call me. Thank you for your support of the Cape Cod Getaway MS Bike Ride.

Best Regards,

Austin Caudle  
Event Manager  
Promoter Line, Inc  
4218 Gateway Dr, #140, Colleyville, TX 76034  
903 316 7066 c  
[austin@promoterline.com](mailto:austin@promoterline.com)



\*\*\*REGULATORY COMPLIANCE FORM\*\*\*

THE EVENT(S) TO BE LICENSED AS DESCRIBED HEREIN HAVE BEEN REVIEWED AND APPROVED BY:

Kim. Cadin 2/24/20  
Police Department Date  
[Signature] 2/25/20  
Recreation & Youth Commission Date

[Signature] 2/24/21  
Building Commissioner Date  
Myron Eldred 2-24-2020  
Board of Health Date  
[Signature] 2/24/20  
Fire Department Date

\*\*\*Required signatures are to be obtained by the Applicant prior to submission of application with the Selectmen's Office.

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For Office Use Only

FEE \_\_\_\_\_ CASH \_\_\_\_\_ CHECK \_\_\_\_\_

FOR \_\_\_\_\_

REVIEWED BY \_\_\_\_\_

DATE LICENSE ISSUED \_\_\_\_\_

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# EVENT NOTIFICATION FORM

Date: \_\_\_\_\_

## National MS Society, Cape Cod Getaway – June 27 and 28, 2020

Dear Sir / Madam,

Please be advised that the City/Town of Harwich has notified the Board of Selectman/City Council, Local Police/Fire Department and if applicable the State Police of its intention to conduct road work/parade/race/or **other events** in or through the City/Town of Harwich.

The Board of Selectmen/City Council understands that it must give the Police and Fire Departments at least 48 hours notice before the commencement of the proposed work or event.

The following signatures are required prior to the issuance of the Permit from the MA DOT. All officials listed below shall assume all responsibility and liability for all activity associated under their jurisdiction.

### LOCAL POLICE DEPARTMENT

Signed: Kim A. Rubin

Title: Deputy Chief

City/Town: Harwich

### FIRE DEPARTMENT

Signed: [Signature]

Title: DEPUTY CHIEF

City/Town: HARWICH

### BOARD OF SELECTMEN/CITY COUNCIL

Signed: \_\_\_\_\_

Title: \_\_\_\_\_

City/Town: \_\_\_\_\_



MS Cape Cod Getaway Day 1 - 100M									
Turn by turn		7:30:00	Start time	8:00:00 AM				20	8
Mile	Go	Turn Notes						Fastest	Slowest
0	0	Start of route						7:30:00	8:00:00
0.51	0.51	Turn right onto Newport Avenue Extension						7:31:28	8:03:40
0.65	0.14	Slight right onto the W Squantum St ramp						7:31:52	8:04:41
0.69	0.04	Keep left at the fork to continue toward W Squantum St						7:31:59	8:04:58
0.71	0.02	Turn left onto W Squantum St						7:32:03	8:05:07
1.78	1.07	Turn right onto Quincy Shore Dr						7:35:08	8:12:49
4.39	2.61	Turn right toward Sea St						7:42:39	8:31:36
4.42	0.03	Slight right onto Sea St						7:42:44	8:31:49
4.77	0.35	Turn left onto Southern Artery						7:43:44	8:34:21
5.75	0.98	Turn left onto Washington St						7:46:34	8:41:24
6.29	0.54	At the traffic circle, continue straight onto Massachusetts 3A S/Washing						7:48:07	8:45:17
7.07	0.78	Weymouth						7:50:22	8:50:54
9.08	2.01	Hingham						7:56:09	9:05:23
11.21	2.13	Turn right onto Water St						8:02:17	9:20:43
11.6	0.39	Turn left onto Main St						8:03:24	9:23:31
12.17	0.57	Continue straight onto Middle St						8:05:03	9:27:37
12.47	0.3	Continue onto Union St						8:05:55	9:29:47
13.29	0.82	Turn left to stay on Union St						8:08:17	9:35:41
13.72	0.43	Rest Stop 1 Wompatuch State Park						8:09:31	9:38:47
15.95	2.23	Turn left onto Mt Hope St						8:15:56	9:54:50
16.67	0.72	Continue onto Clapp Rd						8:18:01	10:00:01
19.07	2.4	Turn right onto Grove St						8:24:55	10:17:18
19.93	0.86	Continue onto Maple St						8:27:24	10:23:30
20.75	0.82	Continue onto Winter St						8:29:46	10:29:24
21.11	0.36	Turn left onto Cross St						8:30:48	10:32:00
22.1	0.99	Turn right onto MA-123 W						8:33:39	10:39:07
22.15	0.05	Turn left onto Neal Gate St						8:33:48	10:39:29
23.01	0.86	Turn right onto MA-3A S						8:36:16	10:45:40
24.12	1.11	Turn left onto Old Main St						8:39:28	10:53:40
24.74	0.62	Turn left onto Pleasant St						8:41:15	10:58:08
25.54	0.8	Turn right to go to Rest Stop 2						8:43:33	11:03:53
26.11	0.57	Turn right onto Summer St						8:45:12	11:08:00
26.84	0.73	Summer St turns slightly right and becomes Church St						8:47:18	11:13:15
27.91	1.07	Continue onto Ferry St						8:50:23	11:20:57
29.23	1.32	Keep left to stay on Ferry St						8:54:11	11:30:27
29.42	0.19	Slight left onto Main St						8:54:44	11:31:49
30	0.58	Turn left onto Ocean St						8:56:24	11:36:00
30.4	0.4	Turn right onto Moraine St						8:57:33	11:38:53
30.74	0.34	Turn right onto Acorn St						8:58:32	11:41:20
31.64	0.9	Continue onto Franklin St						9:01:07	11:47:48





MS Cape Cod Getaway Day 1 - 100M									
Turn by turn		7:30:00	Start time	8:00:00 AM				20	8
Mile	Go	Turn Notes						Fastest	Slowest
31.79	0.15	Duxbury						9:01:33	11:48:53
31.82	0.03	Continue onto Lincoln St						9:01:38	11:49:06
32.02	0.2	Turn left onto Temple St						9:02:13	11:50:33
33.3	1.28	Slight left onto MA-14 E/West St						9:05:54	11:59:46
34.26	0.96	Continue onto St George St						9:08:40	12:06:40
34.94	0.68	Turn left						9:10:38	12:11:34
35.06	0.12	Lunch Alden School						9:10:58	12:12:26
35.27	0.21	Turn right onto St George St						9:11:35	12:13:57
35.66	0.39	Turn right onto Washington St						9:12:42	12:16:45
37.61	1.95	Continue onto Bay Rd						9:18:19	12:30:48
39.71	2.1	Turn left onto Loring St						9:24:22	12:45:55
40.32	0.61	Continue onto Landing Rd						9:26:07	12:50:18
40.52	0.2	Kingston						9:26:42	12:51:45
40.94	0.42	Turn left onto Main St						9:27:54	12:54:46
41.03	0.09	Turn right onto MA-80 W/Brook St						9:28:10	12:55:25
41.68	0.65	Turn left onto MA-80 W/Elm St						9:30:02	13:00:06
42.12	0.44	Slight left onto Indian Pond Rd						9:31:18	13:03:16
43.69	1.57	Turn left onto MA-80 W/Bishops Hwy						9:35:50	13:14:34
45.68	1.99	Rest Stop 4 Sacred Heart High School						9:41:34	13:28:54
45.68	0	Turn right onto Parting Ways Rd						9:41:34	13:28:54
46.87	1.19	Continue onto High St						9:44:59	13:37:28
46.91	0.04	Carver						9:45:06	13:37:45
49.95	3.04	Turn left onto MA-58 S/N Main St						9:53:51	13:59:38
50.09	0.14	Turn right onto Plymouth St						9:54:16	14:00:39
51.06	0.97	Middleborough						9:57:03	14:07:38
51.64	0.58	Slight right to stay on Plymouth St						9:58:43	14:11:48
52.32	0.68	Turn right onto Carmel St						10:00:41	14:16:42
52.76	0.44	Slight right to stay on Carmel St						10:01:57	14:19:52
52.95	0.19	Turn right onto Plympton St						10:02:30	14:21:14
54	1.05	Continue onto Prospect Rd						10:05:31	14:28:48
54.93	0.93	Continue onto Winnetuxet Rd						10:08:12	14:35:30
55.02	0.09	Slight left onto Parsonage Rd						10:08:27	14:36:09
55.78	0.76	Turn left onto MA-58 N						10:10:39	14:41:37
56.78	1	Turn left onto Center St						10:13:32	14:48:49
58.04	1.26	Continue onto Franklin St						10:17:09	14:57:53
58.07	0.03	Slight left onto Hayward St						10:17:14	14:58:06
58.84	0.77	Turn left onto South St						10:19:28	15:03:39
59.13	0.29	Slight right onto Fuller St						10:20:18	15:05:44
59.44	0.31	Slight left to stay on Fuller St						10:21:11	15:07:58
60.94	1.5	Slight right to stay on Fuller St						10:25:30	15:18:46



MS Cape Cod Getaway Day 1 - 100M									
Turn by turn		7:30:00	Start time	8:00:00 AM				20	8
Mile	Go	Turn Notes						Fastest	Slowest
62.54	1.6	Continue onto MA-105 S/Thompson St						10:30:07	15:30:17
63.31	0.77	Slight left onto MA-105 S/Plympton St						10:32:20	15:35:50
63.58	0.27	Rest Stop 5 100M Middleboro Congregational Church						10:33:07	15:37:47
63.65	0.07	Turn left at Plymouth St						10:33:19	15:38:17
63.69	0.04	Continue straight onto Wood St						10:33:26	15:38:34
64.56	0.87	Turn left onto Chestnut St						10:35:56	15:44:50
65.78	1.22	Turn left onto Tispaquin St						10:39:27	15:53:37
66.51	0.73	Turn left onto Short St						10:41:33	15:58:52
67.42	0.91	Turn right onto Plymouth St						10:44:10	16:05:25
67.93	0.51	Slight right onto Rocky Meadow St						10:45:38	16:09:06
70.77	2.84	Turn left onto Purchase St						10:53:49	16:29:33
71.19	0.42	Carver						10:55:02	16:32:34
72.02	0.83	Turn right onto Fosdick Rd						10:57:25	16:38:33
73.41	1.39	Continue straight onto Popes Point Rd						11:01:25	16:48:33
73.72	0.31	Turn left toward Cross St						11:02:19	16:50:47
73.73	0.01	Slight right onto Cross St						11:02:21	16:50:51
74.5	0.77	Turn right onto Holmes St						11:04:34	16:56:24
75.23	0.73	Keep right to stay on Holmes St						11:06:40	17:01:39
75.24	0.01	Turn right onto Meadow St						11:06:41	17:01:44
75.69	0.45	Turn left to stay on Meadow St						11:07:59	17:04:58
77.01	1.32	Slight left onto Pine St						11:11:47	17:14:28
77.83	0.82	Slight left onto Rochester Rd						11:14:09	17:20:23
78.4	0.57	Turn right onto MA-58 S						11:15:48	17:24:29
78.74	0.34	Turn left onto Lakeview St						11:16:46	17:26:56
79.4	0.66	Turn left onto Tremont St						11:18:40	17:31:41
79.78	0.38	Turn right onto Cranberry Rd						11:19:46	17:34:25
81.26	1.48	Plymouth						11:24:02	17:45:04
82.52	1.26	Slight left onto E Head Rd						11:27:39	17:54:09
82.58	0.06	Slight right onto Lower College Pond Rd						11:27:50	17:54:35
83.53	0.95	Slight left to stay on Lower College Pond Rd						11:30:34	18:01:25
85.62	2.09	Slight right to stay on Lower College Pond Rd						11:36:35	18:16:28
85.71	0.09	Rest Stop 7 College Pond Recreation Area						11:36:51	18:17:07
86.07	0.36	Continue onto Upper College Pond Rd						11:37:53	18:19:42
86.51	0.44	Continue onto Alden Rd						11:39:09	18:22:52
87.92	1.41	Turn right onto Long Pond Rd						11:43:13	18:33:01
91.52	3.6	Turn right onto Halfway Pond Rd						11:53:35	18:58:57
92.19	0.67	Turn left onto Bourne Rd						11:55:30	19:03:46
93.11	0.92	Rest Stop 8 Plymouth South Elementary						11:58:09	19:10:24
94.96	1.85	Bourne						12:03:29	19:23:43
95.65	0.69	Slight left to stay on Bourne Rd						12:05:28	19:28:41



MS Cape Cod Getaway Day 1 - 100M								
Turn by turn		7:30:00	Start time	8:00:00 AM			20	8
Mile	Go	Turn Notes					Fastest	Slowest
98.18	2.53	Turn left onto Head of the Bay Rd					12:12:46	19:46:54
99.13	0.95	Turn right onto Puritan Rd					12:15:30	19:53:44
100.09	0.96	Turn left onto St Margarets St					12:18:16	20:00:39
100.4	0.31	Turn right onto Cohasset Ave					12:19:09	20:02:53
100.51	0.11	Turn left onto Wallace Ave					12:19:28	20:03:40
100.59	0.08	Turn right onto Main St					12:19:42	20:04:15
100.78	0.19	Turn left onto Academy Dr					12:20:15	20:05:37
101.2		End of route						



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
01/07/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> MARSH USA, INC. 445 SOUTH STREET MORRISTOWN, NJ 07960-6454 Attn: Morristown.CertRequest@marsh.com Fax: 212-948-0979	<b>CONTACT NAME:</b> PHONE (A/C, No, Ext): E-MAIL: ADDRESS:		<b>FAX (A/C, No):</b>
	<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
<b>WALTHAM</b>	<b>INSURER A :</b> Federal Insurance Company		20281
<b>INSURED</b> NATIONAL MULTIPLE SCLEROSIS SOCIETY GREATER NEW ENGLAND CHAPTER 101A FIRST AVENUE, STE 6 WALTHAM, MA 02451	<b>INSURER B :</b>		
	<b>INSURER C :</b>		
	<b>INSURER D :</b>		
	<b>INSURER E :</b>		
	<b>INSURER F :</b>		

**COVERAGES**      **CERTIFICATE NUMBER:** NYC-009900907-20      **REVISION NUMBER:** 4

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC <input type="checkbox"/> OTHER		3583-33-49	12/31/2019	12/31/2020	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 1,000,000
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY		7353-02-37	12/31/2019	12/31/2020	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Comp/Coll Deductible \$ 1,000
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> DED <input type="checkbox"/> RETENTION \$		9364-93-75	12/31/2019	12/31/2020	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input checked="" type="checkbox"/> N <input type="checkbox"/> N/A	71763467	12/31/2019	12/31/2020	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
 TOWN OF HARWICH IS ADDED AS AN ADDITIONAL INSURED EXCLUDING WORKERS' COMPENSATION AND EMPLOYER'S LIABILITY AS REQUIRED BY WRITTEN CONTRACT BUT LIMITED TO THE OPERATIONS OF THE INSURED UNDER SAID CONTRACT, AND ALWAYS SUBJECT TO THE POLICY TERMS, CONDITIONS AND EXCLUSIONS.

**CERTIFICATE HOLDER****CANCELLATION**

TOWN OF HARWICH ATTN: CHAIRMAN LAURA BALLANTINE 732 MAIN STREET HARWICH, MA 02645	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE of Marsh USA Inc. Manashi Mukherjee <i>Manashi Mukherjee</i>
--	--

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2020



OFFICE OF THE SELECTMEN  
732 MAIN STREET  
HARWICH, MA 02645  
Telephone: (508) 430-7513

FORM #7

APPLICATION FOR LICENSE/PERMIT

PLEASE CHECK

ROAD RACE

CRAFT FAIR

WALK/  
Picnic  
 OTHER

IN ACCORDANCE WITH THE PROVISIONS OF THE STATUTES RELATING THERETO, APPLICATION AS STATED ABOVE IS HEREBY MADE BY:

NAME OF BUSINESS ALZHEIMER'S FAMILY Support CENTER PHONE 508.896.5170

BUSINESS ADDRESS 209.5 MAIN ST, BREWSTER, MA. 02601

MAILING ADDRESS Same

PLEASE STATE THE PURPOSE FOR WHICH LICENSE/PERMIT IS REQUESTED ANNUAL DAVE BIRTWELL MEMORIAL WALK FOR ALZHEIMER'S TO RAISE FUNDS TO SUPPORT THE FREE SERVICES OF THE ALZHEIMER'S FAMILY SUPPORT CENTER OF CAPS COD.

DESCRIPTION OF ROAD RACE/CRAFT FAIR/OTHER EVENT TO BE LICENSED, PLEASE LIST DATE, TIME, LOCATION/ROUTE, ETC.

DATE MAY 9, 2020

TIME 8:30 AM - 4 PM.

ROUTE/LOCATION BROOKS PARK, ALONG BIKE PATH. 6K, 3.2 miles, START ON BIKE PATH AT OAK ST, BEHIND BROOKS PARK, CROSS RT. 39, TURN AT DEPOT ST. AND RETURN ON BIKE PATH TO BROOKS PARK  
(please use reverse side if necessary)

Patricia B Bertochy  
Signature of Applicant

Outreach & Development  
Title

\_\_\_\_\_  
Social Security Number of Federal Identification Number

45-5545397  
Tax Exempt ID (for non-profit organizations)

\_\_\_\_\_  
Signature of Individual or Corporate Name

\_\_\_\_\_  
By Corporate Officer (if applicable)



# Alzheimer's Family Support Center

*Created by caregivers for caregivers*

2095 Main Street  
Brewster, MA 02631  
[www.alzheimerscapecod.org](http://www.alzheimerscapecod.org)

February 18, 2020

Larry G. Ballantine, Chair  
Board of Selectmen  
Town of Harwich Town Hall  
732 Main St., Harwich, MA 02645

Dear Chairman Ballantine,

This letter is to request permission for the Annual Dave Birtwell Memorial Walk/Dance at Brooks Park on Saturday, May 9, 2020. The application for license/permit is attached.

This event is held in memory of Harwich resident Dave Birtwell to raise money for the Alzheimer's Family Support Center of Cape Cod. The AFSC is a non-profit organization which offers free support to individuals and families living with Alzheimer's and other dementia-related diseases.

We are also requesting a waiver of fees associated with permits for the event, specifically the \$55 Express Building Permit Application Fee for the tent. A copy of our tax-exempt letter is enclosed.

If you have questions, please contact me at cell 774 722-5739, email:  
[rcb13@verizon.net](mailto:rcb13@verizon.net) .

Sincerely,

Pat Bertschy, Outreach Coordinator  
Alzheimer's Family Support Center  
[Rcb13@verizon.net](mailto:Rcb13@verizon.net)

Enclosures:  
Application for License/Permit  
Non-Profit letter



\*\*\*REGULATORY COMPLIANCE FORM\*\*\*

THE EVENT(S) TO BE LICENSED AS DESCRIBED HEREIN HAVE BEEN REVIEWED AND APPROVED BY:

[Signature] 3/12/20  
Police Department Date

[Signature] 2/18/20  
Building Commissioner Date

Recreation & Youth Commission Date

[Signature] 2/24/2000  
Board of Health Date  
[Signature]  
Fire Department Date

\*\*\*Required signatures are to be obtained by the Applicant prior to submission of application with the Selectmen's Office.

---

---

For Office Use Only

FEE \_\_\_\_\_ CASH \_\_\_\_\_ CHECK \_\_\_\_\_

FOR \_\_\_\_\_

REVIEWED BY \_\_\_\_\_

DATE LICENSE ISSUED \_\_\_\_\_

---

---

**\*\*\*REGULATORY COMPLIANCE FORM\*\*\***

THE EVENT(S) TO BE LICENSED AS DESCRIBED HEREIN HAVE BEEN REVIEWED AND APPROVED BY:

[Signature] 2/17/20  
Police Department Date

[Signature] 2/18/20  
Building Commissioner Date

[Signature] 2/18/20  
Recreation & Youth Commission Date

[Signature] \_\_\_\_\_  
Board of Health Date  
Fire Department Date

\*\*\*Required signatures are to be obtained by the Applicant prior to submission of application with the Selectmen's Office.

---

---

For Office Use Only

FEE \_\_\_\_\_ CASH \_\_\_\_\_ CHECK \_\_\_\_\_

FOR \_\_\_\_\_

REVIEWED BY \_\_\_\_\_

DATE LICENSE ISSUED \_\_\_\_\_

---

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INTERNAL REVENUE SERVICE  
P. O. BOX 2508  
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: JUL 23 2013

ALZHEIMERS FAMILY CAREGIVER SUPPORT  
CENTER INC  
C/O MELANIE BRAVERMAN  
2095 MAIN ST  
BREWSTER, MA 02631

Employer Identification Number:

45-5545397

DLN:

17053067328023

Contact Person:

ERIC KAYE

ID# 31612

Contact Telephone Number:

(877) 829-5500

Accounting Period Ending:

December 31

Public Charity Status:

170(b)(1)(A)(vi)

Form 990 Required:

Yes

Effective Date of Exemption:

June 08, 2012

Contribution Deductibility:

Yes

Addendum Applies:

No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

Please see enclosed Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, for some helpful information about your responsibilities as an exempt organization.

Letter 947 (DO/CG)



# Alzheimer's Family Support Center

*Created by caregivers for caregivers*

2095 Main Street  
Brewster, MA 02631

[www.alzheimerscapecod.org](http://www.alzheimerscapecod.org)

February 18, 2020

Attn: Lee A. Ames  
Harwich Recreation Department  
100 Oak Street  
Harwich, MA 02645

Dear Ms. Ames,

Re: Dave Birtwell Walk for Alzheimer's

This is to request a waiver of the Use of Facilities Fees and deposits for our event on May 9, 2020 for the Alzheimer's Family Support Center (AFSC) of CapeCod, a non-profit, 501 (c) (3).

The annual Dave Birtwell Re-memberty walk/run is in memory of Dave Birtwell raising money for free services families and individuals living with Alzheimer's and other dementia-related diseases on Cape Cod. These services are provided by the AFSC.

Thank you for your consideration. If questions, please call Pat Bertschy at 774 722-5739, or email at [support@capecodalz.org](mailto:support@capecodalz.org).

Pat Bertschy, Outreach Coordinator  
Alzheimer's Family Support Center  
774 722 - 5739  
[rcb13@verizon.net](mailto:rcb13@verizon.net)

# Harwich Recreation Department Youth, Park, Beach, & Commission



## USE OF FACILITY FORM

DATE 2/12/20

### LOCATION REQUEST

BEACH or PARK  
 **BROOKS PARK & GAZEBO**  
 BROOKS FIELD / COURT  
 VETERAN'S MEMORIAL FIELD COMPLEX  
 BASEBALL  SOFTBALL  MULTI

SR MEMORIAL FIELD  
 WHITEHOUSE FIELD  
 J McPHEE SOCCER FIELD  
 POTTER SOFTBALL FIELD  
 NON-PROFIT Y/N

CONTACT PERSON PAT BEATSCHY ORGANIZATION Alzheimer's Family Support Cen  
 MAILING ADDRESS 2095 MAIN ST. CITY, ST, ZIP BREWSTER, MA, 026  
 EMAIL rcb13@verizon.net CELL PHONE 714.722-5739  
 PURPOSE OF REQUEST FUND RAISER / WALK # OF ATTENDEES 300 - 400  
 DATE(S) REQUESTED\* 5/9/2020

\*ALL DATES ARE SUBJECT TO AVAILABILITY

HOURS OF USE 8AM - 4PM AREA REQUESTED BROOKS PARK, GAZEBO

### SPECIAL REQUESTS OR NEEDS

- ❖ Use of temporary tents larger than 12'x12' require location approval and a separate Town TENT PERMIT
- ❖ Use of tent stakes over 6" requires ADDITIONAL PERMISSIONS
- ❖ Activities dispensing food to the PUBLIC requires Harwich Board of Health PERMIT
- ❖ Approval pending all other required Town permits and approvals
- ❖ APPLICATION DEADLINE FOR FIELD USE FOR ANY YEAR IS FEBRUARY 1ST

USE	FEE	CAP	REFUNDABLE DEPOSIT	TOTAL DUE
FIELD, PARK, BEACH OR COURT - ONE USE	\$20.00	\$1000	\$50.00*	
WHITEHOUSE FIELD - ONE USE	\$50.00	\$1000	\$50.00*	
FIELD/WHF MULTI DAY USE	\$150/FIELD/DAY		\$50.00-\$500*	
PARK, BEACH OR FIELD USE - FULL DAY WEDDING, FUNCTION, OR SPECIAL EVENT	\$150.00		\$50.00-\$500*	
FIELD, PARK, BEACH - MULTI DAY EVENT	\$150.00/DAY		\$50.00-\$500*	
USE OF ELECTRICITY - PARKS	\$25/DAY		\$50.00*	
WHF LIGHT USAGE CHARGE/PER USE (BILLABLE IN 1/4 HOUR INCREMENTS)	\$65.00/HOUR		\$500.00*	
BEACH COOK FIRE	\$ 20.00		\$50.00*	

**APPROVED**

*Fee Waiver*  
*CP*

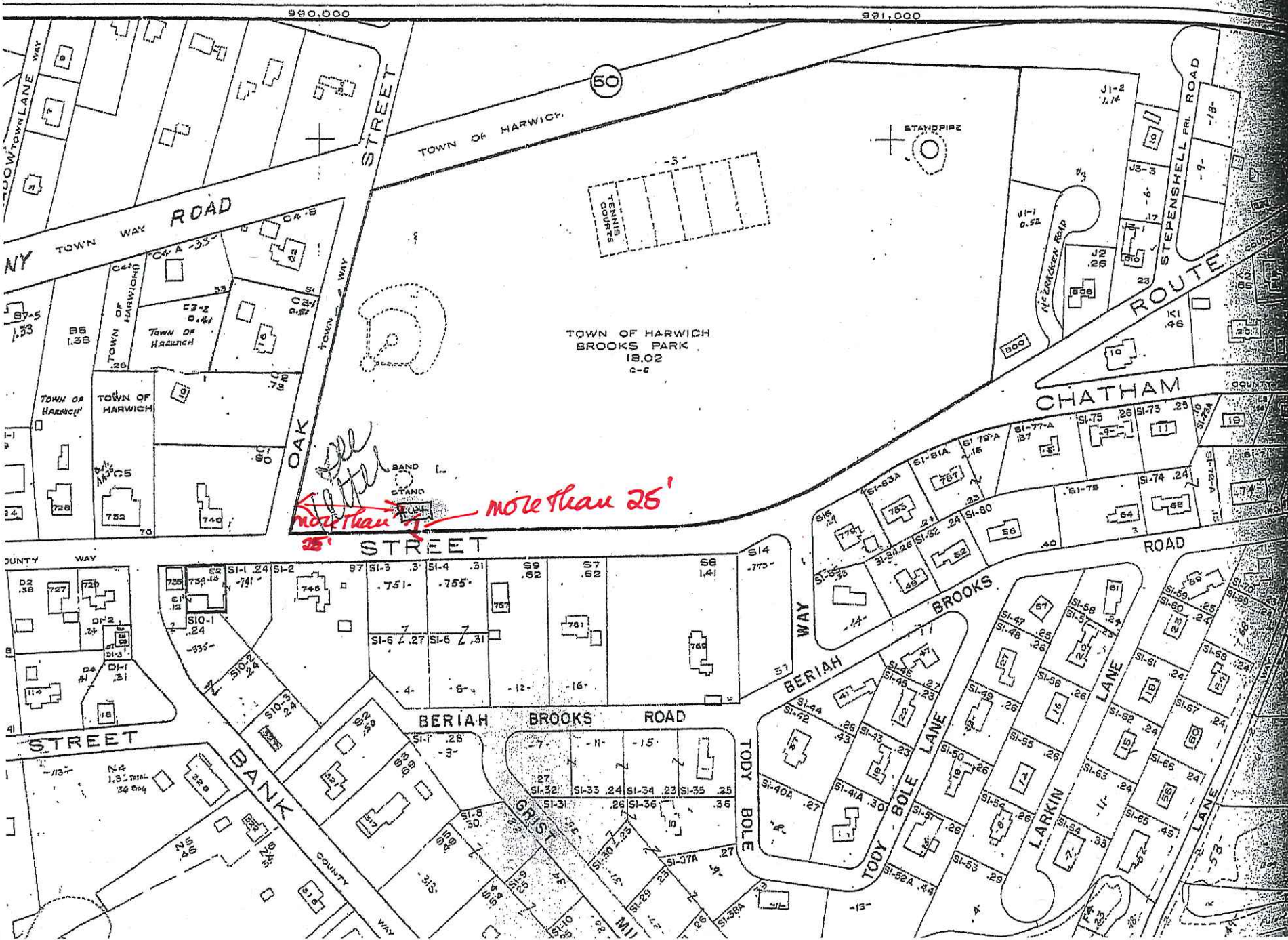
\*-<100 people \$50 deposit required, >100 people \$100 deposit required, >200 people \$300 deposit required, > 500 people \$500 deposit required. DEPOSITS WILL BE REFUNDED AFTER A SITE INSPECTION HAS BEEN COMPLETED AND/OR APPLIED TO USE OF FACILITY INVOICES WITH ANY UNUSED BALANCE RETURNED.

I HAVE READ THE ATTACHED RULES AND REGULATIONS REGARDING USE OF THIS RECREATION FACILITY AND AGREE THAT MY ORGANIZATION WILL ABIDE BY THEM.

INITIALS   
 APPLICANT SIGNATURE: Patricia Beatschy  
 BY: [Signature]  
 RECREATION REPRESENTATIVE

TITLE Outreach & Development Coord  
 DATE 2/12/20

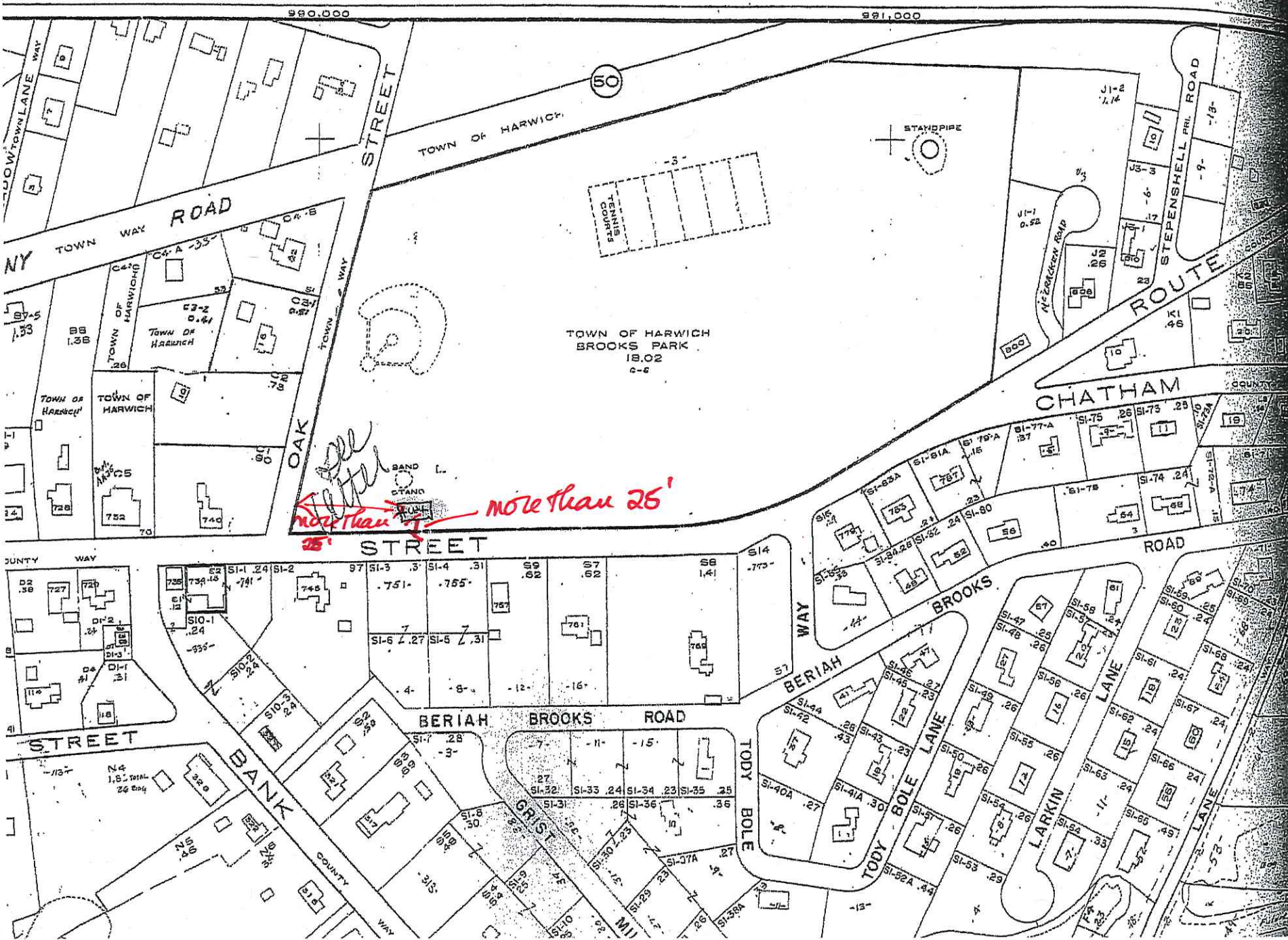




*more than 25'*

TOWN OF HARWICH  
BROOKS PARK  
18.02  
2-6

STANDPIPE



*more than 25'*

TOWN OF HARWICH  
BROOKS PARK  
18.02  
2-6

STANDPIPE



2020

Amount/Check# \_\_\_\_\_

PERMIT # \_\_\_\_\_

**Town of Harwich**  
**EXPRESS BUILDING PERMIT APPLICATION**  
**RESIDENTIAL NON-STRUCTURAL PROJECTS**  
MUST COMPLY WITH ALL APPLICABLE ZONING BY LAWS AND CODES

RECEIVED

FEB 12 2020

BUILDING DEPT

**SITE INFORMATION:**

PROJECT SITE: BROOKS PARK, OAK ST. ESTIMATED COST: \$ NONE

ASSESSOR'S MAP & PARCEL #: 41/C6 HISTORIC DISTRICT: YES  NO

**PROJECT INFORMATION: HOMEOWNER'S AFFIDAVIT REQUIRED IF OWNERS ARE DOING THEIR OWN WORK**

APPLICANT NAME (PRINTED): PATRICIA BERTSCNY, ALZHEIMER'S FAMILY SUPPORT CENTER

APPLICANT SIGNATURE: Patricia Bertscny DATE: 2/12/20

\$75.00 Non-refundable Fee PER checked box/tent.

- RE-ROOF: # \_\_\_\_\_ SF: Strip Existing? Y or N  SIDEWALL# \_\_\_\_\_ SQS.  INSULATION
- REPLACE DOORS: # \_\_\_\_\_ AND / OR WINDOWS: #s \_\_\_\_\_

OTHER - Describe Project: VOLUNTEERS & PAID CREW WILL ERECT A 40' X 40'

TENT & MAKE FLOOR, NO WALLS OR COOKING ON TENT, MORE THAN 25'  
DEBRIS DISPOSAL LOCATION (MGL 40 §54) AWAY FROM STREET.

TENTS: **REQUIRES CONSERVATION SIGN OFF PRIOR TO SUBMITTAL:** \_\_\_\_\_

Attach Fire Grading Certificate and Seating/set up Plans WITH mean of egress  
The applicant is directed to contact DIG-SAFE at 811 as required

SETBACK INFORMATION - 25' ON ALL STREET FRONTAGES; 20' FROM SIDE AND REAR LOT LINES

DIMENSIONS: 40' X 40' SET UP DATE: 5/8/20  
MAX. OCCUPANCY LOAD: \_\_\_\_\_ TAKE DOWN DATE: 5/11/20 (LATEST)

**LEGAL OWNER INFORMATION:**

LEGAL OWNER NAME: TOWN HARWICH REC. DEPT TELEPHONE: 508 430 7552

LEGAL MAILING ADDRESS: 100 OAK ST. TOWN/STATE/ZIP: HARWICH, MA 02645

LEGAL OWNER'S AUTHORIZATION: See attached FACILITY USE FORM DATE: 2/12/20  
(required before issue of permit)

**CONTRACTOR INFORMATION:**

All building permits issued for work covered by MGL c.142A are required to contain the Registration Number of the registered home improvement contractor. Persons contracting with unregistered contractors do not have access to the guaranty fund as set forth in MGL c.142A

CONTRACTOR NAME: \_\_\_\_\_ ADDRESS: \_\_\_\_\_

TELEPHONE: \_\_\_\_\_ CELL: \_\_\_\_\_

LICENSE #: \_\_\_\_\_ H. I. REG #: \_\_\_\_\_

DEPARTMENT USE ONLY: Additional inspections and fees (as required) per building official: \$75 per inspection. BO initials  
 FOOTING  FRAME  INSULATION  OTHER

Please Read Before Signing

**AFFIDAVIT OF A HOMEOWNER FOR  
CONSTRUCTION SUPERVISOR LICENSE EXEMPTION**

A **'Homeowner'** may obtain a building permit without having a construction supervisor's license if they qualify for the license exemption in the 8th Edition of the Massachusetts State Building Code 780 CMR 110.R.5 Licensing of Construction Supervisors.

The **'Homeowner'** must supervise anyone they hire to perform the work described in the permit. This exemption does **not** apply to the field erection of manufactured buildings.

A **'Homeowner'** is defined as: Person(s) who owns a parcel of land on which he or she resides or intends to reside, on which there is, or is intended to be, a one- or two-family dwelling, attached or detached structures accessory to such use and/or farm structures. A person who constructs more than one home in a two-year period shall not be considered a homeowner.

I hereby certify that I am a **'Homeowner'** according to the above definition and I will assume full responsibility for the work described in the attached building permit. I will assure conformance of the applicable sections of the Massachusetts State Building Code, Town of Harwich Zoning By-laws, and any other applicable law, rule, or regulation.

**I UNDERSTAND THAT I MAY BE HELD LIABLE FOR ANY VIOLATIONS OF THE LAW, DEFECTS IN WORKMANSHIP, AND ANY ACCIDENTS OR INJURIES THAT MAY OCCUR IN THE COURSE OF THIS PROJECT. Signed under the pains and penalties of perjury this \_\_\_\_\_ day of \_\_\_\_\_.**

\_\_\_\_\_  
Homeowner Signature:

\_\_\_\_\_  
Printed Name:

**EXEMPTION FROM HOME IMPROVEMENT CONTRACTOR REGISTRATION  
FOR PERSONS OBTAINING BUILDING PERMIT AS A HOMEOWNER**

MGL c. 142A requires that the "reconstruction, alteration, renovation, repair, modernization, conversion, improvement, removal, demolition, or construction of an addition to any pre-existing owner-occupied building containing at least one but not more than four dwelling units..." be done by registered contractors, with certain exceptions, along with other requirements.

A **'Homeowner'** as defined above, is exempt from registration as a Home Improvement Contractor as described in MGL c. 142A.

**HOMEOWNERS OBTAINING THEIR OWN BUILDING PERMIT OR ENGAGING UNREGISTERED CONTRACTORS TO PERFORM APPLICABLE HOME IMPROVEMENT WORK DO NOT HAVE ACCESS TO THE ARBITRATION PROGRAM OR GUARANTY FUND AS FOR PROVIDED UNDER MGL c. 142 A.**

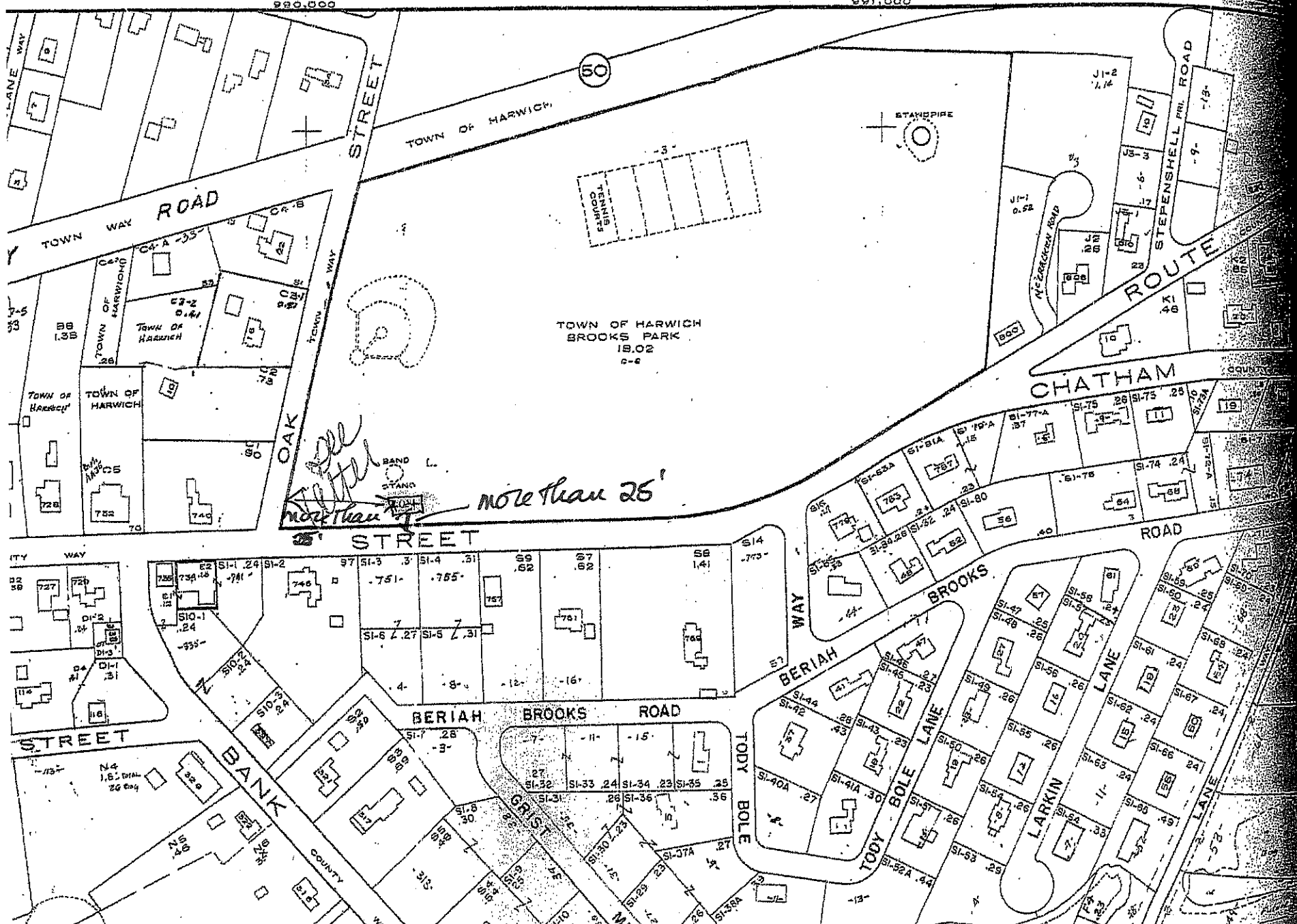
I have read the above statements and understand that I have waived my right to arbitration and access to the Guaranty Fund as provided for under MGL c. 142A by obtaining the attached permit as a **'Homeowner'**, as defined above.

\_\_\_\_\_  
Homeowner Signature:

\_\_\_\_\_  
Date:

990,000

991,000

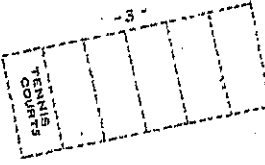


OAK STREET

TOWN OF HARWICH

50

STAKEPIPE



TOWN OF HARWICH  
BROOKS PARK  
19.02  
C-2

CHATHAM COUNTY

*Handwritten note:*  
 all  
 north than 25'

STREET

BERIAH BROOKS ROAD

STREET

BANK STREET

BERIAH WAY

BROOKS ROAD

TODDY BOLE

TODDY BOLE LANE

LARKIN LANE

LANE

STEPHENSHILL FRIEL ROAD

ROUTE

WAY

WAY

WAY

WAY

WAY

WAY

WAY

WAY

WAY

WAY

WAY

WAY

WAY

WAY

WAY

WAY

WAY

WAY

WAY

IMPORTANT DOCUMENT  
**Certificate of Flame Resistance**

*This tent is  
reusable  
each  
year*

ISSUED BY

Date of Shipment  
7/13/2015

Registration Number  
6101



Sales Order #  
SO-620280

EVANSVILLE, INDIANA 47725

MANUFACTURERS OF THE FINISHED TENT PRODUCTS DESCRIBED HEREIN

This is to certify that the materials described are inherently flame retardant and were supplied to:

76980  
BARNSTABLE COUNTY CORRECTIONAL FACILITY  
6000 SHERIFF'S PLACE  
BOURNE MA 02532  
USA



Certification is hereby made that:

The articles described on this Certificate have been treated with a flame-retardant approved chemical and that the application of said chemical was done in conformance with California Fire Marshall Code. All fabric has been tested and passes NFPA 701, ULC 109.

Serial # 8106402 (6)

Description of item certified: WALL 6'10 X 22 LAP AND SNAP 2 W/2 EXTRUDED CATHEDRAL WINDOWS  
WHITE BURLAN VL

**Flame Retardant Process Used Will Not Be Removed By  
Washing And Is Effective For The Life Of The Fabric**

BURLAN, GASTONIA NC

Name of Applicator of Flame Resistant Finish

A handwritten signature in cursive script that reads "Vicki Ashby".

Signed: ANCHOR INDUSTRIES INC

# TOWN OF HARWICH

Building Department

732 Main Street · Harwich, MA 02645

Telephone: (508) 430-7506

Fax: (508) 430-4703

## TEMPORARY, NON-COMMERCIAL, NON-TOWN-OWNED SIGN NOTIFICATION FORM

FOR TOWN OWNED PROPERTIES (Approved 12-08-2008 and amended 5-18-2012)

Sponsoring Organization: Alzheimer's Family Support Center

Event: DAVE BIRTWELL MEMORIAL WALK / PICNIC

Date(s) of Event: 5/9/2020 SATURDAY

Location of Display(s): BROOKS PARK, OAK ST, LOCATIONS ATTACHED

- The sponsoring organization of any temporary on- or off- premises signs shall be required to file a notice with a building official prior to display.
- Any temporary sign located on Town-owned or controlled property, including any public right-of-way, shall conform to all applicable requirements as set forth herein and in the Code of the Town of Harwich, **including Historic District Commission requirements**, are satisfied.
- A sign shall be deemed to be an announcement or a message of any kind.
- Temporary signs shall be erected for no more than 60 days and shall be removed within 72 hours after the event.
- Approved locations for siting a temporary, non-commercial, non-municipal signs on municipal property shall be permitted only at the following locations:
  - DOANE PARK (DP): on the north side of the park on Route 28
  - EAST HARWICH (EH): the intersection of Routes 39/137, at the Fire Station 2, on the corner at the so-called "flagpole parcel."
  - NORTH HARWICH (NH): facing Queen Anne Road in the grass area east of the entrance to the transfer station.
- The Town shall not be responsible to maintain or safeguard any non-municipal sign on municipal property and such placement shall be entirely at the sign owner's risk.
- Any sign placed on any Town-owned or controlled property, other than as specified herein, maybe removed by the Town and disposed of without any prior notice to the sign owner or liability for damages by the town.
- No temporary, non-commercial, non-municipal sign shall be allowed at the above-specified locations, unless it satisfies the following requirements:
  - (a) It shall not exceed nine (9) square feet in size and shall not exceed six (6) feet in height except it shall not exceed four (4) feet in height at Doane Park.
  - (b) It shall not be in place for more than 60 days.
  - (c) It shall not be chained, locked or permanently affixed to any surface structure or landscape feature.
  - (d) It shall not block a public sidewalk, stairway, driveway or parking lot, nor shall it impair sight distances for motorists.
  - (e) It shall not be placed so as to block any other sign already in place.

Contact: PATRICIA BERTSCHY 2095 MAIN ST, BREWSTER MA

Email/Address: FB13@verizon.net / SUPPORT@CAPECODALZ.ORG

Signature: [Signature] Phone: 774.722.5739

*2017 Signs*

Area of placement for the "Remembery Walk" for Alzheimer's on Saturday, May 13, 2017

Owner	Area for sign
Ed Kent	124
Dr. Topolewski	Pleasant lake Medical Offices
John Clarke	Corner of Fairways Dr. and 124
David Waite	183 Pleasant Lake Ave (rte 124 his home)
Gary Bourne/ Bourne Petroleum	173 Pleasant lake Ave Rte 124
Barbara-Anne Foley	Rte 124 my home
Ventura Family	Corner of Weston Woods and 124
The Melrose	Rte 28
Doane Park	on North side of the Park on Rte 28
Rte 39/Rte 137	flagpole section near Fire Station 2
Bill Flynn Jr.	54 Oak Street
Town Hall Building	-2 signs in front lawn facing Main St. 2 signs in back facing parking lot. BOS Mtg. approval 4/19/16
Community Center	2 or 3 signs Oak Street Town of Harwich
Monomoy Regional High School	2or 3 signs Oak Street Town of Harwich
Cranberry Valley Golf course	entrance Oak Street Town of Harwich
Harwich Fire Dept/Police Dept	Headquarters Sisson Road
Bob Sanborn-	Cape Cod Regional Technical High School
Fr. Marc Trembley, Pastor	Holy Trinity Cemetery-4 signs
Ann Laidlaw Family	(415 Wingate Rd. Baltimore) corner of rte 39 and Oak st one facing each direction
Harwich Dump/Transfer Station	1-2 signs





**CITIZEN'S COMMITTEE VACANCY FORM  
VOLUNTEER NOW -- SERVE YOUR COMMUNITY**

Town government needs citizens who are willing to give time in the service of their community. This form was adopted by the Selectmen as a means of compiling names of interested citizens to serve, on a voluntary basis, on Boards and Committees and Commissions

Vacancy Forms are updated to include categories consistent with the changing needs of the Town. Indicate your order of preference and return this form to:

**CITIZEN'S COMMITTEE VACANCY FORM  
BOARD OF SELECTMEN  
732 Main Street, Harwich, MA 02645**

Name James Armstrong Street/P.O. Box \_\_\_\_\_ Town Harwich Zip 02645  
Occupation Retired Email \_\_\_\_\_ Telephone \_\_\_\_\_

**(LIST IN ORDER OF PREFERENCE)**

**PLANNING AND PRESERVATION**

- Agricultural Commission
- \*Board of Appeals**
- Brooks Academy Museum Commission
- Building Code Board of Appeals
- By-law/Charter Review Committee
- Community Preservation Committee
- \*Conservation Commission
- Cultural Council
- Historical/Historic District Commission
- \*Planning Board**
- Real Estate, Open Space Committee
- Town Forest Committee
- Traffic Safety Committee
- Trail Committee
- Harwich Energy Committee
- OTHER \_\_\_\_\_

**RECREATION**

- Bikeways Committee
- Golf Committee
- Recreation & Youth Commission
- Waterways Committee

**OTHER**

- \*Board of Assessors
- \*Board of Health
- Capital Outlay Committee
- Cemetery Commission
- Community Center Facilities Committee
- Constable
- Council on Aging
- Disability Rights Committee
- Finance Committee
- Harwich Housing Committee
- Herring Supervisor (Voluntary)
- Saquatucket Development Committee
- Shellfish Constable (Voluntary)
- Treasure Chest Committee
- Wastewater Support Committee
- Youth Services Committee
- Voter Information Committee
- Municipal Revenue & Economic Development Committee

**\* Please include a resume with form**

## ***James M. Armstrong***

### **EDUCATION**

Lesley University, BS Counseling Psychology

Cape Cod Community College, AA History

Massachusetts State Fire Academy

### **EMPLOYMENT**

Town of Yarmouth Fire Department, 264 Main Street, South Yarmouth, MA 02664, 508.398.2212

- Captain Fire Inspector, 2008 – 2018
- Firefighter / Emergency Medical Technician, 1984 – 2008

As the Captain of the Fire Prevention Division of the Yarmouth Fire Department, I was responsible for investigation, code enforcement, education, and inspection. I worked extensively with the State of Massachusetts State Building Code 780 CMR, State of Massachusetts Comprehensive Fire Safety Code 527 CMR 1.00 and the Town of Yarmouth Bylaws. I was the Yarmouth Fire Department representative for the Site Plan Review Committee.

I was also responsible for community outreach and education, particularly for the senior residents of Yarmouth, the Dennis Yarmouth School District, preschools and other alternative education facilities in the town.

### **PROFESSIONAL ORGANIZATIONS**

Fire Prevention Association of Massachusetts

International Association of Arson Investigators

EDUCATIONAL BACKGROUND: please see attached

RELEVANT SKILLS:

REASONS FOR INTEREST IN COMMITTEE/COMMISSION/BOARD:



**CITIZENS ACTIVITY RECORD FORM  
ACT NOW -- SERVE YOUR COMMUNITY**

Town government needs citizens who are willing to give time in the service of their community. The Citizens Activity Record program was adopted by the Selectmen as a means of compiling names of interested citizens to serve, on a voluntary basis, on Boards and Committees.

Activity records are being updated to include categories consistent with the changing needs of the Town. Indicate your order of preference and return this form to:

**CITIZENS ACTIVITY RECORD PROGRAM  
BOARD OF SELECTMEN  
732 Main Street, Harwich, MA 02645**

Name Brian Sullivan Street/P.O. Box \_\_\_\_\_ Town \_\_\_\_\_ Zip \_\_\_\_\_  
Occupation \_\_\_\_\_ Email \_\_\_\_\_ Telephone \_\_\_\_\_

*(LIST IN ORDER OF PREFERENCE)*

**PLANNING AND PRESERVATION**

- Agricultural Commission
- Architectural Advisory Committee
- \*Board of Appeals
- Brooks Academy Museum Commission
- Building Code Board of Appeals
- By-law/Charter Review Committee
- Community Preservation Committee
- \*Conservation Commission
- Cultural Council
- Historical/Historic District Commission
- Middle School Repurpose Committee
- \*Planning Board
- Real Estate, Open Space & Land Bank Committee
- Town Forest Committee
- Traffic Safety Committee
- Trail Committee
- Utility & Energy Conservation Commission
- OTHER \_\_\_\_\_

**OTHER**

- \*Board of Assessors
- \*Board of Health
- Capital Outlay Committee
- Cemetery Commission
- Community Center Facilities Committee
- Constable
- Council on Aging
- Disability Rights Committee
- Finance Committee
- Harwich Housing Committee
- Herring Supervisor (Voluntary)
- Saquatucket Development Committee
- Shellfish Constable (Voluntary)
- Treasure Chest Volunteers
- Wastewater Implementation Committee
- Youth Services Committee
- Voter Information Committee

**RECREATION**

- Bikeways Committee
- Golf Committee
- Recreation & Youth Commission
- Waterways Committee

*see attached*

\* Please include a resume with form



February 13, 2020

To: Shelagh Delaney, Secretary Harwich Zoning Board of Appeals  
David Ryer, Chair Harwich Zoning Board of Appeals

From: G. Brian Sullivan, --

RE: Opportunity for Membership on the ZBA

I am interested in serving on the Harwich Zoning Board of Appeals. My past community experience includes about eight years serving on the Berkley MA, Zoning Board of Appeals. Professionally I worked for several years as an Industrial Real Estate broker. I have a background and direct experience with many of the appeal issues I expect may come before the Harwich ZBA.

At present I am semi-retired with a flexible schedule that will allow me to be available for not only the regular public hearings but scheduled site reviews which might be required in the course of serving on The Board. I plan to come to the next hearing on February 26<sup>th</sup> and would like to take the opportunity to personally introduce myself. Until then please contact me at your convenience.

Best regards,



G. Brian Sullivan





OFFICE OF THE SELECTMEN  
732 MAIN STREET  
HARWICH, MA 02645  
508-430-7513

**APPLICATION FOR ENTERTAINMENT LICENSE**

Weekday Entertainment (\$75)  1 day (\$25)  New application \_\_\_\_\_  
 Batters Box (\$50)  Renewal \_\_\_\_\_  
 Go Carts (\$50)  Annual \_\_\_\_\_  
 Miniature Golf (\$50)  Seasonal \_\_\_\_\_  
 Trampolines (\$25)  Opening Date 4/1/20  
 Theater (\$150 per cinema)  
Automatic Amusement:  
 Juke Box (\$100 each)  
 Video Games (\$100 each)  Other \_\_\_\_\_

Business Name Hall Karts Inc Phone 508-280-9654

Business Address 9 Sisson Rd Harwich Port MA 02646

Mailing Address P.O. Box 426, So. Harwich MA 02661

Owners Name & Address Sandra Hall, President

Email Address \_\_\_\_\_

Managers Name & Address Sandra Hall Box 426 S. Harwich MA 02661

**TIMES AND DAYS OF WEEK FOR ENTERTAINMENT. (Please note this application does not cover Sundays. You can obtain a Sunday license application at the Selectmen's Office):**

9am to 11pm weekdays + Saturdays

**ENTERTAINMENT TYPE: (Check all appropriate boxes)**

Concert  Dance  Exhibition  Cabaret  Public Show  Other  
 Dancing by Patrons Go-Karts  
 Dancing by Entertainers or Performers  
 Recorded or Live Music  
 Use of Amplification System  
 Theatrical Exhibit, Play or Moving Picture Show  
 A Floor Show of Any Description  
 A Light Show of Any Description  
 Any Other Dynamic Audio or Visual Show, Whether Live or Recorded

At any time during this concert, dance exhibition, cabaret or public show, will any person(s) be permitted to appear on the premises in any manner or attire as to expose to the public view any portion of the body as described in Mass. General Laws Chapter 140, Section 183A, Para. 3.

n/a \_\_\_\_\_ Yes \_\_\_\_\_ No

If Yes, answer questions 1 through 4 below. Attach a separate sheet and/or exhibits if necessary:

1. Describe in complete detail the extent of exposure during the performance and the nature of the entertainment: \_\_\_\_\_
2. Furnish additional information concerning the condition of the premises and how they are suitable for the proposed entertainment: \_\_\_\_\_
3. Fully describe the actions you will take to prevent any adverse effects on public safety, health, or order: \_\_\_\_\_
4. Identify whether and how you will regulate access by minors to the premises: \_\_\_\_\_

Days/Hours of Business Operation \_\_\_\_\_

Pursuant to MGL, Chapter 62C, Section 49A, I certify under the penalties of perjury that I, to the best of my knowledge and belief, have filed all State tax returns, and have paid all State taxes under the law.

Sandra B Heel, President Federal I.D. # \_\_\_\_\_  
Signature of applicant & title

Hall Karts Inc Federal I.D. # \_\_\_\_\_  
Signature of individual or corporate name

Sandra B Heel Federal I.D. # \_\_\_\_\_  
Signature of Manager

Signature of Partner Federal I.D. # \_\_\_\_\_

**REGULATORY COMPLIANCE FORM**

The premises to be licensed as described herein have been inspected and found to be in compliance with applicable local codes & regulations, including zoning ordinances, health regulations & building & fire codes.

[Signature]  
Building Commissioner

[Signature]  
Board of Health

[Signature]  
Fire Department

Kim Adin  
Police Department

comments:

Required signatures to be obtained by the applicant prior to submission of new applications.



THE COMMONWEALTH OF MASSACHUSETTS  
OF



State Fee, \$ \_\_\_\_\_  
Municipal Fee, \$ \_\_\_\_\_

**LICENSE**

For  
**PUBLIC ENTERTAINMENT ON SUNDAY**

The Name of the Establishment is Hell Karts Inc in or on the property at No. \_\_\_\_\_  
9 Sisson Rd, Harwichport MA 02646 (address)

The Licensee or Authorized representative, \_\_\_\_\_ in  
accordance with chapter 136 of the General Laws, as amended, hereby request a license for the following program or entertainment:

DATE	TIME	Proposed dancing or game, sport, fair, exposition, play, entertainment or public diversion
Sundays Seasonally	9am-11pm	GO KARTS

Hon. \_\_\_\_\_ Mayor/ Chairman of Board of Selectman, Harwich (City or Town)

Fees per occurrence (Individual Sunday(s)): Regular Hours (Sunday 1:00pm – Midnight): \$2.00 Special Hours (Sunday 12:00 am- Midnight): \$5.00. Annual Fee (For Operating on every Sunday in calendar year): Regular Hours (Sunday 1:00pm – Midnight): \$50.00 Special Hours (Sunday 12:00 am- Midnight): \$100.00

This license is granted and accepted, and the entertainment approved, upon the understanding that such entertainment that the licensee shall comply with the laws of the Commonwealth applicable to licensed entertainments, and also to the following terms and conditions: The licensee shall at all times allow any person designated in writing by the Mayor, Board of Selectmen, or Commissioner of Public Safety, to enter and inspect his place of amusement and view the exhibitions and performances therein; shall permit regular police officers, detailed by the Commissioner of Public Safety or Chief of the local Police Department to enter and be about this place of amusement during performances therein; may employ to preserve order in his place of amusement only regular or special police officers designated therefore by the Chief of Police, and shall pay to said Chief of Police for the services of the regular police officers such amount as shall be fixed by him; shall permit at all times to enter and be about his place of amusement such members of the Fire Department as shall be detailed by the Chief of the Fire Department to guard against fire; shall keep in good condition, go as to be easily accessible, such standpipes, hose, axes, chemical extinguishers and other apparatus as the fire department may require; shall allow such members of the fire department in case of any fire in such place, to exercise exclusive control and direction of his employees and of the means and apparatus provided for extinguishing fire therein; shall permit no obstruction of any nature in any aisle, passageway or stairway of the licensed premises, nor allow any person therein to remain in any aisle passageway or stairway during an entertainment; and shall conform to any other rules and regulations at any time made by the Mayor or Board of Selectmen. This license shall be kept on the premise where the entertainment is to be held, and shall be surrendered to any regular police officer or authorized representative of the Department of Public Safety. This license is issued under the provisions of Chapter 136 of the General Laws, as amended, and is subject to revocation at any time by the Mayor, Board of Selectmen, or Commissioner of Public Safety.

**Do not write in this box**

This application and program must be signed by the licensee or authorized representative of entertainment to be held. No Change to be made in the program without permission of the authorities granting and approving the license.

**THIS LICENSE MUST BE POSTED IN A CONSPICUOUS PLACE ON THE PREMISES**

THE COMMONWEALTH OF MASSACHUSETTS

State Fee, \$50 1pm-12am or \$100 prior to 1pm TOWN OF HARWICH  
 Municipal Fee, \$85 1pm-12am or \$175 prior to 1pm



LICENSE

For

PUBLIC ENTERTAINMENT ON SUNDAY

The Name of the Establishment is GRAND SLAM ENTERTAINMENT in or on the property at No. 322 MAIN ST. (address)

The Licensee or Authorized representative, Philip Fennell print name and sign here Philip Fennell in accordance with chapter 136 of the General Laws, as amended, hereby request a license for the following program or entertainment:

DATE	TIME	Proposed dancing or game, sport, fair, exposition, play, entertainment or public diversion
Sundays seasonally	9AM - 10PM	Bumper Boats, Betting cages, Zip line, arcade

~~Mayor~~ Harwich Chairman of Board of Selectman, Harwich Harwich (City or Town) signature

Fees per occurrence (Individual Sunday(s)): Regular Hours (Sunday 1:00pm – Midnight): \$2.00 Special Hours (Sunday 12:00 am- Midnight): \$5.00. Annual Fee (For Operating on every Sunday in calendar year): Regular Hours (Sunday 1:00pm – Midnight): \$50.00 Special Hours (Sunday 12:00 am- Midnight): \$100.00 Municipal fee per occurrence: Regular hours \$10 per Sunday, special hours \$20 per Sunday. Seasonal only.

This license is granted and accepted, and the entertainment approved, upon the understanding that such entertainment that the licensee shall comply with the laws of the Commonwealth applicable to licensed entertainments, and also to the following terms and conditions: The licensee shall at all times allow any person designated in writing by the Mayor, Board of Selectmen, or Commissioner of Public Safety, to enter and inspect his place of amusement and view the exhibitions and performances therein; shall permit regular police officers, detailed by the Commissioner of Public Safety or Chief of the local Police Department to enter and be about this place of amusement during performances therein; may employ to preserve order in his place of amusement only regular or special police officers designated therefore by the Chief of Police, and shall pay to said Chief of Police for the services of the regular police officers such amount as shall be fixed by him; shall permit at all times to enter and be about his place of amusement such members of the Fire Department as shall be detailed by the Chief of the Fire Department to guard against fire; shall keep in good condition, go as to be easily accessible, such standpipes, hose, axes, chemical extinguishers and other apparatus as the fire department may require; shall allow such members of the fire department in case of any fire in such place, to exercise exclusive control and direction of his employees and of the means and apparatus provided for extinguishing fire therein; shall permit no obstruction of any nature in any aisle, passageway or stairway of the licensed premises, nor allow any person therein to remain in any aisle passageway or stairway during an entertainment; and shall conform to any other rules and regulations at any time made by the Mayor or Board of Selectmen. This license shall be kept on the premise where the entertainment is to be held, and shall be surrendered to any regular police officer or authorized representative of the Department of Public Safety. This license is issued under the provisions of Chapter 136 of the General Laws, as amended, and is subject to revocation at any time by the Mayor, Board of Selectmen, or Commissioner of Public Safety.

Do not write in this box

This application and program must be signed by the licensee or authorized representative of entertainment to be held. No Change to be made in the program without permission of the authorities granting and approving the license.

THIS LICENSE MUST BE POSTED IN A CONSPICUOUS PLACE ON THE PREMISES



To: Board of Selection

From: Larry Ballantine

Subject: Town Administrator Search Committee

We've had discussions during past BOS meetings regarding Selectmen access to applications. My initial thoughts were that we could accommodate limited access by maintaining applicant information in the Town Clerk's office. Selectmen could then review applicant information.

After discussions with Town Counsel and the Search Committee, I request you vote your concurrence that applicant information be reviewed only by the search committee during the preliminary screening process. No one else will have access.

- Although not an absolute, Town Counsel impressed upon the committee the need to ensure applicant information be kept confidential until the search committee recommends potential finalist candidates to the BOS. With concurrence of the applicants, their names will become public once recommendations to BOS are made. (Prior to that time, applicants may choose to withdraw their names from consideration rather than have their candidacies made public).
- The Search Committee will be working with a Consulting Firm to reach out to a broad range of applicants to attract candidates which meet or exceed our Position Profile. Non-finalist candidates have certain expectations of privacy. It is important that we are able to attract qualified candidates who may not wish to have their candidacies known until reaching the finalist stage.
- It is important to note we (BOS) will hire the Consulting Firm and will set parameters for search and potential candidates.
- Importantly we appointed a Search Committee with the charge to work closely with the Consulting Firm and to screen applicants to present finalist candidates to the BOS.
- The Search Committee needs to be able to discharge their responsibilities independent of all potential outside influences. Having an independent Search Committee helps foster public confidence in the process.

Its important to note the BOS has total authority to hire the Town Administrator. Implicit in this responsibility is the authority to reject any or all candidates recommended by the Search Committee and request the present search committee start again, appoint another Search Committee, and/or reopen the position for further advertising and recruitment.



**EDWARD J. COLLINS, JR. CENTER FOR PUBLIC MANAGEMENT**  
JOHN W. McCORMACK GRADUATE SCHOOL OF POLICY AND GLOBAL STUDIES  
UNIVERSITY OF MASSACHUSETTS BOSTON

100 Morrissey Boulevard  
Boston, MA 02125-3393  
P: 617.287.4824  
F: 617.287.5566  
[mccormack.umb.edu/centers/cpm](http://mccormack.umb.edu/centers/cpm)  
[collins.center@umb.edu](mailto:collins.center@umb.edu)

February 20, 2020

Honorable Members of the Board  
Town of Harwich  
732 Main Street  
Harwich, MA 02645

Dear Members of the Board,

The Edward J. Collins, Jr. Center for Public Management is pleased to provide this scope of services detailing its proven approach and experience in recruiting municipal leaders for organizations in transition. The Center has a great deal of sensitivity to the pressures of such transitions, and how they can impact public organizations and the communities and constituencies they serve.

As you may know, having had dealings with the Collins Center in the past, the Collins Center was established in July 2008 at the McCormack Graduate School of Policy and Global Studies to further the public service mission of the University of Massachusetts Boston. The Center has more than 30 staff and associates who work across all aspects of municipal government.

The recruitment Project Manager will be Mary Aicardi. Mary leads the Center's Human Resources practice. She has been with the Center for more than 10 years and has served had a career in public sector human resources. She will be assisted by Attorney Elizabeth Corbo. The Center has carried out over 70 successful recruitments in Massachusetts for Town Administrators, Town Managers and key Department Heads. We understand that the manner in which a search is carried out as well as the outcome serves as a signal to residents of the Town's open and transparent approach to governance. Our approach is collaborative and inclusive.

The following proposal assumes the appointment of a screening committee. Because of the positive history with the Town, the Collins Center reduced professional fee for the engagement is \$9,500. The Collins Center commence work within 5 days of selection.

As you may know. transactions with the Commonwealth, including the University, are exempt from the provisions of Chapter 30B, the Uniform Municipal Procurement Act (Section 1 (b)(4)). Please contact Mary Aicardi, 508-215-8992 or [Mary.Aicardi@umb.edu](mailto:Mary.Aicardi@umb.edu) with any questions.

Sincerely

***Michael J. Ward***  
Michael J. Ward, Director

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## How the Collins Center Will Assist the Town Recruit a Town Administrator

The Collins Center will work with the Town to understand the most critical issues the Town is facing, as well as the culture and the leadership styles that would be best suited to move the Town forward.

In implementing this approach, the Center will:

- Carefully consider the challenges a new Town Administrator will face in the short and long term
- Develop a Profile of the community and the Town Administrator position with particular attention to identifying the Town's priority issues. The Profile will specify the professional and personal qualities needed to succeed as Town Administrator.
- Confirm and refine the schedule for this project to meet the Town's specific requirements. Most recruitments take approximately 3 months from the date the engagement begins.
- Build a competitive pool of candidates utilizing the Center's extensive network, traditional advertising and targeted outreach and recruitment; and
- Support the Town's evaluation of candidates. The recruitment team will help plan the interview process and assist the Board of Selectmen throughout the Town Administrator appointment process.

## Project Approach

The following information is provided to illustrate the Center's approach to executive recruitment and what it believes are successful outcomes of each stage of a search. The Center believes that a significant risk in selection is choosing the best person from a mediocre pool of candidates. The Center's principal effort is directed at giving its clients a pool of well-qualified candidates, thereby reducing this risk.

## Task One: Understanding the Town and Preparing a Profile

The recruitment team begins the search with a simple question. What criteria would the organization use to determine that the appointment was successful?

The recruitment team will learn about the organization from the viewpoint of major stakeholders, and it wants to understand and document the major challenges facing the organization. The Town Administrator

job description will be reviewed. Individual meetings will be held with the members of the Board of Selectmen and major stakeholders. If requested, group meetings will be held for employees and elected officials and the Center will hold a public forum. At each of the meetings or forums, the following questions will be asked:

- What are the challenges facing the Town?
- What are the challenges facing the next Town Administrator?
- What are the key characteristics of the next Town Administrator?

**Outcome:** A Profile will be prepared for approval by the Board of Selectmen which will contain a description of the challenges facing the Town and the new Town Administrator, along with the qualities and qualifications for the position. Once approved by the Board, the recruitment will commence using the Profile as a marketing tool for the position. A sample Profile is attached.

## Task Two: Networking and Recruitment of Candidates

The position will be advertised with the ICMA and MMA, which is typical. However, at the same time, the recruitment team engages in extensive direct networking using the Center's broad network and personal contacts. Often the best person for a job is not looking for a job which is why our direct networking is a critical part of the process. The Center's approach is to find candidates that have faced challenges that are of similar magnitude and complexity to those faced by the town. The Center will conduct phone interviews with all applicants and provide input. The Collins Center will forward all resumes to the Screening Committee.

**Outcome:** At the conclusion of networking, the Center will compile resumes to be presented to the Screening Committee and recommend candidates who best meet the needs of the Town.

## Task Three: Screening, and Presentation of Paper Candidates

The Collins Center will meet with the Screening Committee to plan the review process. The Collins Center will provide guidance to the Screening Committee on issues of confidentiality and avoiding social media searches. The Collins Center will help establish a set of standardized questions to be asked of all candidates, in accordance with MCAD guidelines and will work with the Screening Committee to determine the method of interviews, such as questions, presentations, role-playing.

Typically, the Screening Committee is given a charge by the Board of Selectmen and the Profile to guide its work. The Collins Center will provide a report of potential candidates to the screening committee and will meet in executive session to evaluate applications to determine which candidates will be selected for a preliminary interview.

The Center recommends and uses a consensus approach to deliberations of candidates. Doing so encourages discussion and allows for support of those candidates moving forward without a “score” and enables candidates from non-traditional and diverse backgrounds to be evaluated.

**Outcome.** Candidates to be invited for a preliminary interview will be identified.

## Task Four: Preliminary Interviews

After candidates are selected for a preliminary interview, the recruitment team will schedule and facilitate the preliminary interviews with the Screening Committee. At the conclusion of the interviews the recruitment team will facilitate the deliberations to identify potential finalists. Similar to the review of resumes, a consensus approach is taken to determine which candidates to advance.

**Outcome:** Screening committee will identify tentative finalists.

## Task Five: Reference and Background Checking

Reference checks of tentative finalists are extremely thorough. The recruitment team will speak with employers, professional peers, and subordinates, systematically posing the same questions to references for each potential finalist. The Center will arrange for credit, criminal history, and verification of educational credentials for the finalists.

**Outcome:** Presentation of qualified well vetted candidates to the Board of Selectmen.

## Task Six: Guidance on Final Interview and Selection

The recruitment team will help the Board of Selectmen plan the final interview process by providing guidance with the process and structuring the discussion, questions, and format. While the recruitment team is available to work to clarify issues, establish a framework, and facilitate communication,



negotiating the conditions of employment is the sole responsibility of the Board of Selectmen.

**Outcome:** A well-organized final interview and selection process.

### Timeline

The estimated timeline for the recruitment is three to four months. The source of most delay is in scheduling meetings with the Screening Committee. If scheduling is not difficult, the timeline is three months.

Month 1	Interviews/meetings with Board of Selectmen Development and approval of the Profile Placement of advertisement and begin recruitment
Month 2	Recruitment, Networking, Outreach Meet with Screening Committee to establish process; set dates; determine questions Compile resumes for Screening Committee Distribute resume books to Screening Committee Meet with Screening Committee members to determine which candidates to invite for interviews
Month 3	Interview candidates for preliminary interviews with screening committee Perform reference and background checks Finalists announced and interviewed by Board of Selectmen

### Professional Fees, Expenses and Payment Schedule

The all-inclusive price, including advertising, printing, background checks and travel expenses is \$9,500. The payment schedule is as follows:

- \$5,000 when Task 1 is complete
- \$4,750 when Task 6 is complete.

The Town will be responsible for and screening committee expenses.

## Recruitment Team

### **Mary Flanders Aicardi, MPA**

Mary leads the Human Resource practice and is an experienced human resources and labor relations professional who began her public sector career when she was a graduate student working as a Labor Relations Graduate Intern for the Massachusetts Highway Department. Since then, she has worked for a variety of organizations in management roles and as a consultant. She brings 25+ years of experience to her work. Since joining the Collins Center for Public Management in 2009, Mary has grown the human resources practice from recruitments and organizational studies to a full-service human resources practice including recruitment, classification and compensation studies, training and development, executive coaching, and human resources structural and policy reviews. Mary is an elected Town Meeting member in her hometown of Shrewsbury. Mary holds a Masters degree in Public Administration and a Bachelors degree in Political Science from the University of Massachusetts Amherst.

### **ELIZABETH CORBO, ASSOCIATE**

Elizabeth “Libby” Corbo, Esq. practices in the areas of human resources, labor, and employment. Previously she practiced public sector labor, employment and school law at a prominent public sector law firm. In that role, Corbo advised municipalities on HR practice, conducted trainings, drafted polices and represented public employers in all aspects of employment issues, including employment litigation, negotiations and grievances. Corbo also represented school districts in employment issues and student services, including 504 and IEP plans, and student services. In addition to advising municipalities, Corbo also worked as an attorney with the Massachusetts Commission Against Discrimination. Corbo currently serves as a member of the local School Committee and is Chairman of the School Building Committee. Corbo holds a Juris Doctor from Boston University Law School and a dual Bachelor’s degree in Psychology and Criminal Justice from Elmira College.

## Recruitments Conducted since 2015

POSITION	CLIENT	YEAR	POPULATION (DLS)
Town Administrator	Town of Gosnold*	2020	150
Town Manager	Town of Dracut*	2019/20	31,000
Town Administrator	Town of Princeton	2019	3,522
Town Manager	Town of Randolph	2019	32,152
Financial Analyst	City of Methuen	2019	50,250
Town Administrator	Town of Dover	2019	5,641
Executive Director of A & F	Chelsea Public Schools	2018	32,792
Chief Financial Officer	City of Brockton	2018	94,191
Human Resources Director	City of Brockton	2018	94,191
Chief Financial Officer	City of Lynn	2018	87,991
Personnel Director	City of Lynn	2019	87,991
Superintendent	Sudbury Public Schools	2018	17,027
Town Administrator	Town of Marblehead	2018	20,231
Town Manager	Town of Winthrop	2018	17,222
Personnel Director	City of Revere	2017	46,833
Executive Director	DFS - Mass Firefighting Academy	2017	
Finance Director	Franklin Regional Council of Governments	2017	
Headmaster	Somerville Public Schools	2017	74,544
Town Manager	Town of Mansfield	2017	23,096
Town Administrator	Town of Southampton	2017	5,933
Town Administrator	Town of Millis	2016	7,891
Town Manager	Town of Barnstable	2016	47,380
Town Manager	Town of East Longmeadow	2016	14,937
Administrative Coordinator	Town of Erving	2016	1,561
Town Administrator	Town of Millbury	2016	13,609

POSITION	CLIENT	YEAR	POPULATION (DLS)
Town Administrator	Town of Yarmouth	2016	24,354
County Administrator	Barnstable County	2015	
Executive Director	Central Mass. Regional. Plan. Council	2015	
City Manager	City of Chelsea	2015	32,792
Executive Director	Martha's Vineyard Commission	2015	
Fire Chief	Town of Amesbury	2015	16,542
Town Administrator	Town of Brewster	2015	10,143
Town Administrator	Town of Fairhaven	2015	16,266
Town Administrator	Town of Holliston	2015	13,896
Town Manager	Town of Mashpee	2015	14,343
Town Administrator	Town of Norwell	2015	10,369
Town Administrator	Town of Princeton	2015	3,522
Town Manager	Town of Southbridge	2015	17,117
Town Administrator	Town of Wilbraham	2015	14,044

\* ongoing

***Note: Only three people are not still in the job. Nina Nazarian from Princeton who service from 2015-2019 moved on to Littleton. We were hired to recruit her replacement Sherry Patch. Denise Menard in East Longmeadow retired at the end of her contract. David Marciello in Millbury entered into a separation agreement a few months prior to the end of his contract.***

## Complete List of Recruitments Performed Since 2008

POSITION	MUNICIPALITY
Town Manager	Town of Barnstable
Town Manager	Town of Bridgewater
Town Manager	Town of Chatham
Town Manager	Town of Cohasset

POSITION	MUNICIPALITY
Town Manager	Town of Dracut*
Town Manager	Town of East Longmeadow
Town Manager	Town of Foxborough
Town Manager	Town of Framingham
Town Manager	Town of Great Barrington
Town Manager	Town of Longmeadow
Town Manager	Town of Mansfield
Town Manager	Town of Mashpee
Town Manager	Town of Plymouth
Town Manager	Town of Randolph
Town Manager	Town of Reading
Town Manager	Town of Southbridge
Town Manager	Town of Winthrop
Town Administrator	Town of Belmont
Town Administrator	Town of Brewster
Town Administrator	Town of Burlington
Town Administrator	Town of Carver
Town Administrator	Town of Dover
Town Administrator	Town of Fairhaven
Town Administrator	Town of Gosnold*
Town Administrator	Town of Holliston
Town Administrator	Town of Marblehead
Town Administrator	Town of Medway
Town Administrator	Town of Millbury
Town Administrator	Town of Millis
Town Administrator	Town of North Reading
Town Administrator	Town of Northfield

<b>POSITION</b>	<b>MUNICIPALITY</b>
Town Administrator	Town of Norwell
Town Administrator	Town of Princeton
Town Administrator	Town of Rutland
Town Administrator	Town of Sharon
Town Administrator	Town of Sherborn
Town Administrator	Town of South Hadley
Town Administrator	Town of Southampton
Town Administrator	Town of Topsfield
Town Administrator	Town of Walpole
Town Administrator	Town of Wilbraham
Town Administrator	Town of Yarmouth
Administrative Coordinator	Town of Erving
County Administrator	Barnstable County
Chief Financial Officer	City of Lynn
Chief Financial Officer	City of Amesbury
Chief Financial Officer	City of New Bedford
Chief Financial Officer	City of Brockton
Director of Administration and Finance	Chelsea Public Schools
Director	Worcester Regional Transit Authority
Executive Director	Central Massachusetts Regional Planning Council
City Treasurer	City of Worcester
Director of Traffic, Parking and Transportation	City of Cambridge
Executive Director	Essex Regional Retirement Board
Executive Director	Medford Housing Authority
Executive Director	Martha's Vineyard Commission
Personnel Director	City of Revere
Human Resources Director	City of Brockton

## References

### **Town of Randolph – Town Manager**

Jason Adams, Council President  
781-626-3629  
[Jason.adams001@gmail.com](mailto:Jason.adams001@gmail.com)

### **Town of Dover – Town Administrator**

RobynHunter, Chair of Selectboard  
617-930-2337  
[rhunger@doverma.org](mailto:rhunger@doverma.org)

### **Town of East Longmeadow – Town Administrator**

Kevin Manley, Town Council Member (President at time of search)  
413-883-7198  
[Kevin.manley@eastlongmeadowma.gov](mailto:Kevin.manley@eastlongmeadowma.gov)

**OR**

### **Joe Ford, Chair of the Screening Committee (Town Council Member)**

413-478-5847  
[Joe.ford@eastlongmeadowma.gov](mailto:Joe.ford@eastlongmeadowma.gov)

### **Town of Millbury – Town Manager**

David Roach, Chair, Screening Committee (former Superintendent of Schools)  
[Droach40@gmail.com](mailto:Droach40@gmail.com)  
508-865-0520

### **Town of Cohasset – Town Administrator (and assist with Library Director)**

Paula Linhares, HR Coordinator – current  
781-383-4105  
[plinhares@cohassetma.org](mailto:plinhares@cohassetma.org)

### **City of Brockton – Human Resources Director & Currently Chief Financial Officer**

Sandra Knight, Personnel Director  
508-562-7295  
[sknight@cobma.us](mailto:sknight@cobma.us)

### **Town of Norwell**

Ellen Allen, Chair (screening committee member)  
Norwell Board of Selectmen  
[ellenallenorwell@comcast.net](mailto:ellenallenorwell@comcast.net)

**Town of Millis – Town Administrator**  
Karen Bouret – Operations Manager  
508-276-2634  
[kbouret@millis.net](mailto:kbouret@millis.net)



Sample Profile for Dracut Attached

# Town of Dracut, Massachusetts

**Town Manager**  
**December 2019**

*Profile*



**EDWARD J. COLLINS JR. CENTER FOR PUBLIC MANAGEMENT**  
JOHN W. McCORMACK GRADUATE SCHOOL OF  
GLOBAL AND POLICY STUDIES  
UNIVERSITY OF MASSACHUSETTS BOSTON



## Introduction

The Town of Dracut has retained the services of the Edward J. Collins Jr. Center for Public Management at the University of Massachusetts Boston to assist in the Town's recruitment of a new Town Manager. This Profile draws on our discussions with selectmen, department heads, elected officials, and staff. It describes our understanding of the organization, the challenges that lie ahead for the successful candidate, and the professional and personal characteristics an ideal candidate will possess.

## The Town of Dracut

Dracut is located approximately 30 miles north of the center of Boston. It lies close to the intersection of Route 93 and Route 495. The Town's location adjacent to these highways, constructed in the 1950s and 1960s, fostered very rapid residential growth in this once semi-rural community. Today the Town has a population of approximately 30,000 compared to its 1960 population of approximately 14,000. Commercial development has been modest and is concentrated mostly along the arterial roads.

Dracut, which has 20 square miles of land area, lies between the City of Lowell and the New Hampshire border. The portions of the Town bordering Lowell served for many years as neighborhoods for residents who worked in Lowell while the balance of the Town's 20 square miles retained its rural character until the 1950s and 1960s. Subdivision and related development has brought the Town toward full build out over recent decades.

The Town has had a two Town Managers since the position was established in 1987. The position of Town Manager is vacant due to the resignation of the Town Manager in October 2019. Dracut's charter, which comprehensively restructured town governance in the mid 1980s as well as the Town by-laws are available on its web site. ([www.dracut-ma.us](http://www.dracut-ma.us)). The revised charter maintained the open Town Meeting as the legislative body. Construction on a new Town Hall, which was financed on a cash basis, was recently completed.

According to the 2010 census the median income for a family was \$74,000, significantly higher than the statewide average. Data on the Town's demographic trends can be obtained from the Northern Middlesex Council of Governments ([www.nmcog.org](http://www.nmcog.org)).

## Organizational Design and Governance

The Town governance structure consists of a five-member Board of Selectmen elected for three-year staggered terms and an open Town Meeting. The five-member School Committee is elected, as are the Library Trustees. The Town Meeting is the legislative body and exercises the

functions of appropriating money and making local laws. The position of Town Manager is well established and well respected.

## Public Finance

In financial terms, Dracut is managed very conservatively. Dracut had total General Fund revenues for FY2019 of approximately \$82.5 million. \$54.7 million of this amount was from locally levied taxes. The Town does not have a split property tax rate. Residential property generates over 90% of property tax revenue. Since FY2000, Dracut has not sought an operating override. Many of the Town's capital projects over the last decade have been funded with cash. Detailed financial information may be found on the Center's website (<https://www.umb.edu/cpm>).

## Challenges for the Town Manager

- **Building on the Foundation.** Boards of Selectmen, Town Meeting and Town Managers have built a solid public administration foundation for the Town that emphasizes professionalism among the Town's staff and administrators. Dracut has well trained professional department administrators and key staff. While Dracut is perceived in the region as a highly political town, the administration of the Town is professional, a value the current Board of Selectmen wants to maintain. The new Town Manager needs to sustain and build on this foundation.
- **Maintaining a Positive Labor-Management Climate.** Dracut has sustained a positive labor relations climate by utilizing careful budgeting and good management practices at the department level. Most of the Town's employees are members of the five collective bargaining units. Collective bargaining activities are the responsibility of the Town Manager. Maintaining a positive climate will require careful attention in the coming years as the Town navigates through an environment characterized by fiscal stress and shifting public expectations.
- **Medium Term Budget Planning and Service Delivery.** Like all Massachusetts municipalities, Dracut is facing revenue constraints and growing cost pressures. A significant amount of the Town Manager's time will be required to forge town-wide strategies to bring these into balance. This task must be addressed in the context of multi-year plans that consider the Town's limited revenue sources. Service expectations are high but resources in real dollar terms will be dependent on the regional economic climate. Conservative budgeting and strict expenditure control are values strongly held by the Town.
- **Communication.** Well-developed communication skills are essential. Open, accurate and timely communication by the Town Manager with Town government entities, department heads, the public,



the many volunteers and the employees needs to be integrated into the normal operational practices of the Town. The next Town Manager must be skilled and comfortable serving as a major public spokesperson for the Town and actively participate in shaping a strategic message to citizens, stakeholders and the business and development communities. In addition, the Town Manager must be able to engage the members of the Board of Selectmen in an on-going dialog about the critical issues that face the Town. The public communication role of the Town Manager will be critical to sustaining the high level of confidence and trust that residents have in the Town.

- **Economic Development.** During the last six years the Town has engaged in an active economic development effort led and carried out by the Town Manager. The Town wants to sustain these efforts. The new Town Manager needs to have a Town Manager who is committed to economic development and either possesses the requisite capacities or can institutionalize them within the Town's organizational structure.
- **Building a Management Team, Staff Development & Morale.** Dracut has a well-regarded group of department heads. Departmental operations are generally working well but, effort will be required to foster an interdepartmental approach to problem solving and governance. Maintaining staff morale, fully utilizing the considerable talents of staff and maintaining high performance standards will be critical to the success of the new Town Manager.
- **Public Role.** The next Town Manager is expected to play a public role in the community. Participation in civic functions and representation of the Town with other governmental entities and serving as a public voice for the Town will be important. The Town Manager must play an active role in managing the Town's relationship with the key state government actors that drive regional economic and transportation policy decisions.

## The Ideal Candidate

The Dracut Board of Selectmen seeks a Town Manager who is a seasoned manager in an environment of similar complexity who possesses strong organizational, communication and community leadership skills. This is not a learning position.

Dracut seeks a Town Manager with the skill, energy, creativity and experience to achieve the Town's goals including preserving public service levels, fostering development in the few locations where this is feasible, and maintaining the Town's positive civic attitude toward the future.

Dracut seeks a Town Manager willing to commit to a tenure long enough to build a multi-year approach to ensuring the sustainability of the Town's service levels. The new

Town Manager must support regional solutions when that is in the Town's interest, as well as foster volunteerism and private contributions as a partial solution to service delivery. Dracut needs a Town Manager who can help set the stage for community-wide approaches to addressing the Town's needs, approaches that produce sound outcomes and avoid polarization.

The following attributes have been determined important in Dracut's next Town Manager.

### **Personal**

The next Town Manager needs to be:

- Able to demonstrate unquestioned integrity in interactions with officials and citizens.
- Able to communicate effectively with all elements of the community.
- Able to work cooperatively with the Board of Selectmen on the establishment of annual goals and objectives for the Town and its departments, update the BOS and staff on progress and actively participate in the annual review of results and operations.
- Able and willing to play a highly visible role in the community. The ideal candidate must participate broadly across the leadership structure of the community and region and be a champion of the community. However, the long-standing practice of non-participation in political activities of any kind must be continued.
- Comfortable engaging directly with citizens. The Town Manager must have sufficient direct engagement with the civic community so that he/she can gain thorough understanding of the Town's culture. Through formal and informal interaction, the Town Manager's concern for the Town's citizens needs to become evident.
- Able and willing to work openly with community groups and employees. A direct, collegial, facilitative style that fosters joint problem solving is needed. The Town Manager can have no agenda beyond being professional and ensuring that service delivery meets the community's standard for customer service.
- Able to be a vocal and positive spokesperson for the Town's agenda at Town Meetings, public forums, state agencies and with the media. The successful candidate must be able to use the status inherent in the Town Manager's position to advance the Town's agenda.
- Able to assume a strong organizational management role. The Town Manager cannot be a micromanager. He/she needs to delegate, while maintaining strict accountability. The successful candidate must be direct, facilitative, and clear.
- Able to create and sustain a goal-oriented environment by establishing, maintaining and promoting effective policies and initiatives. The Town Manager will be a



genuinely inclusive leader who is capable of exerting influence and direction in a manner that shares successes with elected officials, professionals and volunteers.

### **Professional**

The Town Manager must be:

- An experienced leader of a comparable organization with extensive personal experience in finance, capital and operational planning, expenditure management, labor relations, public facilitation, and staff development. Excellent public and interpersonal communication skills are essential, as is skill in forging a management team.
- A professionally stable person with a record of tenure and consistent career growth. The Town seeks a committed management professional willing to stay for a significant period but who is also willing to take risks to improve the organization.
- Able to demonstrate a background in guiding the development of a shared strategic vision for the community. The ideal candidate must be a coalition builder, equally at home with private sector and community leaders. The ideal candidate must be able to exercise leadership within the organization and within the community.
- In possession of the skills and interest to identify and promote opportunities for commercial/industrial growth. Although the opportunities for this kind of growth are limited, targets of opportunity need to be identified and nurtured.
- Able to delegate to a highly competent cadre of Department Heads while maintaining strict accountability.
- Both strategic and tactical. He/she must be experienced in working effectively in a political environment providing seasoned and impartial guidance to elected officials to identify and address the long-term strategic needs of the community and the short-term tactical steps necessary to sustain service delivery.
- Capable of keeping elected officials comprehensively informed, while staying detached from the political process and ensuring that staff maintains a similar detachment.
- Familiar with municipal economic development strategies and programs and the organizational requirements required for a sustained economic development program.
- Comfortable working with and managing an organization in a political context often characterized by vigorous debate among well-informed citizens who are active in local decision-making processes. Key decisions made by the Board of Selectmen and Town Meeting are sometimes closely decided.

- Committed to adhere to the International City/County Management Association tenets as a job requirement. Membership in the ICMA is desirable.
- Familiar with municipal governance in a New England Town Meeting environment and with governmental context in Massachusetts and New England.
- In possession of a Bachelor's Degree and at least five years of experience as a Town or City Manager or other position that oversees the operations of a public entity governed by an elected policy body that makes decisions in public. A person who has served as an Assistant Town or City Manager in a complex environment will be considered. Please see the Town Charter for statutory qualifications.

## **The Hiring Process**

The Town will utilize a Screening Committee to conduct preliminary interviews. The Screening Committee is expected to review the applications of candidates recommended by the Collins Center in January 2020 and complete preliminary interviews in early February. Interviews of finalists by the Board and a decision are expected to be complete by the end of February. A spring start for the new Manager is contemplated.

## **Salary and Schedule**

The search begins in December 2019 and is expected to end in February 2020. Applications should be received by January 3, 2020. Direct compensation of the most recent Town Manager, a six-year incumbent, was approximately 170K. The Town is willing to negotiate a competitive compensation and employment contract with the selected candidate, depending on qualifications and experience.

## **How to Apply**

Resumes along with a cover letter addressing the job requirements should be submitted to the Collins Center email address: [recruitment.umb@gmail.com](mailto:recruitment.umb@gmail.com) by January 3, 2020. The candidate LAST NAME and the words DRACUT TM must be in the subject line of the email submission. Please combine documents in a single PDF file if possible.

Should you have any questions regarding this opportunity, or a recommendation of a colleague, please contact Mary Flanders Aicardi, Senior Associate at 508-215-8992 or Dick Kobayashi, Senior Associate 617-489-8812.

*To learn more about the Edward J. Collins Jr. Center for Public Management at UMASS Boston, please visit: [www.collinscenter.umb.edu](http://www.collinscenter.umb.edu)*



**GLENN A. CUNHA**  
INSPECTOR GENERAL

## The Commonwealth of Massachusetts

### Office of the Inspector General

John W. McCormack  
State Office Building  
One Ashburton Place  
Room 1311  
Boston, MA 02108  
Tel: (617) 727-9140  
Fax: (617) 723-2334

July 2018

Dear Local Official:

The Office of the Inspector General (Office) created the following charts for local officials to use as a quick guide on public procurement procedures that must be followed pursuant to the Massachusetts General Laws. Your local rules may establish stricter or additional requirements that you must follow. Contact your chief procurement officer or legal counsel for advice on your local rules and procurement procedures.

The Office updated the charts with changes that are effective June 15, 2018, pursuant to the passage of [Chapter 113 of the Acts of 2018](#), *An Act Providing for Capital Facility Repairs and Improvements for the Commonwealth*. The charts highlight particular compliance requirements depending on the cost or the nature of your procurement. For example, the charts highlight, where applicable, the requirement for a ten-hour course in construction safety and health approved by the United States Occupational Safety and Health Administration (OSHA). The charts are meant to provide a general overview of the principal public procurement statutes, and are not a substitute for reviewing the statute or obtaining the advice of legal counsel.

The charts include:

- M.G.L. c. 149 – BUILDING CONSTRUCTION CONTRACTS
- M.G.L. c. 30, § 39M, or M.G.L. c. 30B – PUBLIC WORKS (NON-BUILDING) CONSTRUCTION CONTRACTS (WITH LABOR)
- M.G.L. c. 30, § 39M, or M.G.L. c. 30B – CONSTRUCTION MATERIALS PROCUREMENTS (WITHOUT LABOR)
- M.G.L. c. 7C, §§ 44-58 – DESIGN SERVICES FOR PUBLIC BUILDING PROJECTS: Cities, Towns, Regional School Districts and Horace Mann Charter Schools
- M.G.L. c. 30B – PROCUREMENT OF SUPPLIES AND SERVICES

Any suggestions for the charts or questions concerning Chapter 30B (M.G.L. c. 30B) may be directed to this Office by calling (617) 722-8838. Questions concerning M.G.L. c. 149, M.G.L. c. 30, § 39M, and M.G.L. c. 7C may be directed to the Office of the Attorney General by calling (617) 963-2371 or your legal counsel.



Additional information is available from the following sources:

- Prevailing wage rate sheets may be requested online at <http://www.mass.gov/lwd/labor-standards/prevailing-wage-program/> or by calling the Department of Labor Standards at (617) 626-6953.
- *Central Register* advertisements may be submitted to the Secretary of the State's Office online at <http://www.sec.state.ma.us/spr/sprcentral/infosubmit.htm>. The submission deadline is 4:00 p.m. on Thursday for publication the following Wednesday.
- *Goods and Services Bulletin* advertisements may be submitted the Secretary of the State's Office online at <http://www.sec.state.ma.us/sprpublicforms/GSSubmissionform.aspx>. The submission deadline is 4:00 p.m. on Wednesday for publication the following Monday.
- COMMBUYS postings may be completed at [www.commbuys.com](http://www.commbuys.com).

My Office is committed to helping procurement officials comply with the state's procurement laws and make responsible purchasing decisions. Please do not hesitate to contact our Chapter 30B hotline if we can be of further assistance. Thank you.

Sincerely,

A handwritten signature in blue ink that reads "Glenn A. Cunha". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Glenn A. Cunha  
Inspector General

**M.G.L. c. 149 – BUILDING CONSTRUCTION CONTRACTS**

Estimated Contract Amount	Under \$10,000	\$10,000 to \$50,000	Over \$50,000 to \$150,000	Over \$150,000	Over \$10,000,000
<b>Procurement Procedure</b>	Sound business practices (as defined in M.G.L. c. 30B, § 2). <sup>1</sup>	Use a written scope-of-work statement to solicit written responses from no fewer than 3 persons who customarily perform such work.	Sealed bids (using M.G.L. c. 30, § 39M).	Sealed bids (using M.G.L. c. 149, §§ 44A – 44J).	Solicit statements of qualifications prior to soliciting sealed bids (using M.G.L. c. 149, §§ 44A – 44J).
<b>Notice/Advertising Requirements</b>	None.	Post a notice at least two weeks before responses are due on 1) your jurisdiction’s website; 2) COMMBUYS; 3) in the <i>Central Register</i> ; and 4) in a conspicuous place near your office. <sup>2</sup>	Post a notice 1) in your jurisdiction’s office for at least one week before bids are due; and, at least two weeks before bids are due, publish 2) in the <i>Central Register</i> ; 3) in a newspaper; and 4) on COMMBUYS. <sup>3</sup>	Post a notice 1) in your jurisdiction’s office for at least one week before bids are due; and, at least two weeks before bids are due, publish 2) in the <i>Central Register</i> ; 3) in a newspaper; and 4) on COMMBUYS. <sup>4</sup>	Advertise the request for qualifications at least two weeks before responses are due (1) in a newspaper; (2) in the <i>Central Register</i> ; and (3) on COMMBUYS. <sup>5</sup>
<b>DCAMM Certification</b>	No.	No.	No.	Yes. General bidders if more than \$150,000 and filed sub-bidders if more than \$25,000.	Yes. General bidders if more than \$150,000 and filed sub-bidders if more than \$25,000.
<b>OSHA Training</b>	No.	Yes.	Yes.	Yes.	Yes.
<b>Prequalification</b>	No.	No.	No.	Optional. <sup>6</sup>	Yes.
<b>Filed Sub-bids</b>	No.	No.	No.	Yes, if more than \$25,000.	Yes, if more than \$25,000.
<b>Bid Deposit</b>	No.	No.	5% of the value of the total bid.	5% of the value of the total bid or sub-bid.	5% of the value of the total bid or sub-bid.
<b>Payment Bond</b>	No.	50% payment bond if contract is >\$25,000. <sup>7</sup>	50% payment bond.	100% payment bond.	100% payment bond.
<b>Performance Bond</b>	No.	No.	No.	100% performance bond.	100% performance bond.
<b>Prevailing Wage</b>	Yes.	Yes.	Yes.	Yes.	Yes.
<b>Contractor Evaluation</b>	No.	No.	No.	Yes.	Yes.
<b>OSD or Blanket Contract Option</b>	Yes.	Yes.	No.	No.	No.

<sup>1</sup> M.G.L. c. 149, § 44A(2)(A), as amended by Chapter 218 of the Acts of 2016. M.G.L. c. 30B, § 2, defines sound business practices as “ensuring the receipt of favorable prices by periodically soliciting price lists or quotes.”

<sup>2</sup> M.G.L. c. 149, § 44A(2)(B), as amended by Chapter 218 of the Acts of 2016.

<sup>3</sup> M.G.L. c. 149, § 44J, as amended by Chapter 218 of the Acts of 2016.

<sup>4</sup> M.G.L. c. 149, § 44J, as amended by Chapter 218 of the Acts of 2016.

<sup>5</sup> The advertising procedures listed pertain only to the request for qualifications. Within 14 days of the completion of the prequalification process, you are required to post a notice in your jurisdiction and on COMMBUYS listing those general contractors and subcontractors that have been prequalified. A copy of the notice must be sent via first class mail, postage pre-paid, to all prequalified general and subcontractors along with an invitation to bid. The invitation to bid must have a deadline of at least two weeks. Although you may only consider bids from those general and subcontractors who have been prequalified, the advertising requirements for building construction contracts over \$150,000 apply.

<sup>6</sup> If you decide to use the optional prequalification process for projects over \$100,000, follow the procedures listed in the “Over \$10,000,000” column. (Note: The prequalification threshold was not raised in 2016.)

<sup>7</sup> M.G.L. c. 149, § 29.

**M.G.L. c. 30, § 39M, or M.G.L. c. 30B, § 5 – PUBLIC WORKS (NON-BUILDING) CONSTRUCTION CONTRACTS  
(WITH LABOR)**

Estimated Contract Amount	Under \$10,000	\$10,000 to \$50,000	\$50,000 or less	Over \$50,000
	M.G.L. c. 30, § 39M	M.G.L. c. 30, § 39M	M.G.L. c. 30B, § 5 Option <sup>1</sup>	M.G.L. c. 30, § 39M
<b>Procurement Procedure</b>	Sound business practices (as defined in M.G.L. c. 30B, § 2). <sup>2</sup>	Use a written scope-of-work statement to solicit written responses from no fewer than 3 persons who customarily perform such work. <sup>3</sup>	Sealed bids.	Sealed bids.
<b>Notice/Advertising Requirements</b>	None.	Post a notice at least two weeks before responses are due on 1) your jurisdiction’s website; 2) COMMBUYS; 3) in the <i>Central Register</i> ; and 4) in a conspicuous place near your office. <sup>4</sup>	Post a notice at least two weeks before bids are due 1) in your jurisdiction’s office, and publish 2) in a newspaper; 3) on COMMBUYS; and 4) in the <i>Central Register</i> . <sup>5</sup>	Post a notice 1) in your jurisdiction’s office for at least one week before bids are due; and, at least two weeks before bids are due, publish 2) in the <i>Central Register</i> ; 3) in a newspaper; and 4) on COMMBUYS. <sup>6</sup>
<b>OSHA Training</b>	No.	Yes.	Yes.	Yes.
<b>Prequalification</b>	No.	No.	No.	Maybe. <sup>7</sup>
<b>Bid Deposit</b>	No.	No.	No.	5% of the value of the total bid.
<b>Payment Bond</b>	No.	50% payment bond if contract is more than \$25,000. <sup>8</sup>	50% payment bond if contract is more than \$25,000. <sup>9</sup>	50% payment bond.
<b>Performance Bond</b>	No.	No.	No.	No.
<b>Prevailing Wage</b>	Yes.	Yes.	Yes.	Yes.
<b>OSD or Blanket Contract Option</b>	Yes.	Yes.	No.	No.

<sup>1</sup> Authorized by M.G.L. c. 30, § 39M(d).

<sup>2</sup> M.G.L. c. 30, § 39M, as amended by Chapter 218 of the Acts of 2016. M.G.L. c. 30B, § 2, defines sound business practices as “ensuring the receipt of favorable prices by periodically soliciting price lists or quotes.”

<sup>3</sup> M.G.L. c. 30, § 39M, as amended by Chapter 218 of the Acts of 2016.

<sup>4</sup> M.G.L. c. 30, § 39M, as amended by Chapter 218 of the Acts of 2016.

<sup>5</sup> M.G.L. c. 30B, § 5, and M.G.L. c. 9, § 20A.

<sup>6</sup> M.G.L. c. 149, § 44J.

<sup>7</sup> Although M.G.L. c. 30, § 39M, does not mandate a contractor prequalification process, prequalification of bidders by the Massachusetts Department of Transportation is required for contracts of \$50,000 or more (1) if the awarding authority receives State Aid funds under M.G.L. c. 90, § 34; or (2) the work is on a state road, regardless of whether the awarding authority receives State Aid funds under M.G.L. c. 90, § 34.

<sup>8</sup> M.G.L. c. 149, § 29.

<sup>9</sup> M.G.L. c. 149, § 29.

**M.G.L. c. 30, § 39M, or M.G.L. c. 30B, § 5 – CONSTRUCTION MATERIALS PROCUREMENTS  
(WITHOUT LABOR)**

Estimated Contract Amount	Under \$10,000	\$10,000 to \$50,000	Over \$50,000	Any Amount
	M.G.L. c. 30, § 39M	M.G.L. c. 30, § 39M	M.G.L. c. 30, § 39M	M.G.L. c. 30B, § 5 Option <sup>1</sup>
<b>Procurement Procedure</b>	Sound business practices (as defined in M.G.L. c. 30B, § 2). <sup>2</sup>	Use a written scope-of-work statement to solicit written responses from no fewer than 3 persons who customarily perform such work.	Sealed bids.	Sealed bids.
<b>Notice/Advertising Requirements</b>	None.	Post a notice at least two weeks before responses are due on 1) your jurisdiction’s website; 2) COMMBUYS; 3) in the <i>Central Register</i> ; and 4) in a conspicuous place near your office. <sup>3</sup>	Post a notice 1) in your jurisdiction’s office for at least one week before bids are due; and, at least two weeks before bids are due, publish 2) in the <i>Central Register</i> ; 3) in a newspaper; and 4) on COMMBUYS. <sup>4</sup>	Post a notice at least two weeks before bids are due 1) in your jurisdiction’s office, and publish 2) in a newspaper; 3) on COMMBUYS; and 4) in the <i>Central Register</i> . <sup>5</sup>
<b>OSHA Training</b>	No.	No.	No.	No.
<b>Prequalification</b>	No.	No.	No.	No.
<b>Bid Deposit</b>	No.	No.	5% of the value of the total bid.	No.
<b>Payment Bond</b>	No.	50% payment bond if contract is more than \$25,000. <sup>6</sup>	50% payment bond.	50% payment bond if contract is more than \$25,000. <sup>7</sup>
<b>Performance Bond</b>	No.	No.	No.	No.
<b>Prevailing Wage</b>	No.	No.	No.	No.
<b>OSD Option</b>	Yes.	Yes.	Yes.	No.
<b>Blanket Contract Option</b>	Yes.	Yes.	No.	No.

<sup>1</sup> Authorized by M.G.L. c. 30, § 39M(d).

<sup>2</sup> M.G.L. c. 30, § 39M, as amended by Chapter 218 of the Acts of 2016. M.G.L. c. 30B, § 2, defines sound business practices as “ensuring the receipt of favorable prices by periodically soliciting price lists or quotes.”

<sup>3</sup> M.G.L. c. 30, § 39M, as amended by Chapter 218 of the Acts of 2016.

<sup>4</sup> M.G.L. c. 149, § 44J.

<sup>5</sup> M.G.L. c. 30B, § 5, and M.G.L. c. 9, § 20A. (Note: If the procurement will exceed \$100,000, and the materials will be purchased for the purpose of stockpiled inventory and will not be used in conjunction with a specific project, at least two weeks before bids or proposals are due, publish in the *Goods and Services Bulletin*.)

<sup>6</sup> M.G.L. c. 149, § 29.

<sup>7</sup> M.G.L. c. 149, § 29. (Note: If the materials will be purchased for the purpose of stockpiled inventory and will not be used in conjunction with a specific project, you do not need to obtain a payment bond.)

**M.G.L. c. 7C, §§ 44-58 – DESIGN SERVICES FOR PUBLIC BUILDING PROJECTS:  
Cities, Towns, Regional School Districts and Horace Mann Charter Schools<sup>1</sup>**

<b>Estimated Design Fee (EDF)/Estimated Construction Cost (ECC)</b>	<b>EDF less than \$30,000 or ECC less than \$300,000</b>	<b>EDF \$30,000 or more and ECC \$300,000 or more</b>
<b>Procurement Procedure</b>	None. Recommend soliciting qualifications and prices from at least three designers.	Qualifications-based selection process. Jurisdiction must either (1) set the design fee; or (2) set a not-to-exceed fee limit and then negotiate the fee with the top-ranked designer within the fee limit.
<b>Advertising Required</b>	No.	Advertise in the <i>Central Register</i> <b>and</b> your local newspaper at least two weeks before the deadline for filing applications.
<b>Designer Selection Board<sup>1</sup></b>	No.	No – adopt selection procedure in writing. <sup>2,3</sup>
<b>Designer Application</b>	No.	Yes. See <a href="#">Designer Selection Procedures for Municipalities</a> . Use “Standard Designer Application Form for Municipalities and Public Agencies not within DSB Jurisdiction (Updated July 2016)”
<b>Designer Evaluation (Submit to DCAMM and Designer Selection Board)</b>	No.	Yes. See <a href="#">Designer Evaluation Forms &amp; Information for Municipalities and Agencies</a>
<b>Registration</b>	Yes.	Yes.
<b>Insurance</b>	No.	At a minimum, the lesser of \$1 million or 10% of the project’s estimated cost of construction. <sup>4</sup>
<b>Prevailing Wage</b>	No.	No.

<sup>1</sup> Executive Departments of the Commonwealth and Commonwealth charter schools are subject to the jurisdiction of the Designer Selection Board when the design fee is \$30,000 or more and the estimated construction cost is \$300,000 or more.

<sup>2</sup> Cities, towns, school districts and Horace Mann charter schools are required to adopt their own procedures for selecting designers for building projects. These procedures must conform to the purposes and intent of the designer selection process as outlined in M.G.L. c. 7C, §§ 44 – 58, and noted herein. See this Office’s [Model Designer Selection Procedures for Municipalities and Other Local Public Agencies](#).

<sup>3</sup> Housing Authorities must follow the procedures established by the Department of Housing and Community Development for the design of state-funded housing. Projects requesting funding from the Massachusetts School Building Authority (MSBA) are subject to MSBA rules.

<sup>4</sup> M.G.L. c. 7C, § 51.

## M.G.L. c. 30B – PROCUREMENT OF SUPPLIES AND SERVICES

Estimated Contract Amount	Under \$10,000	\$10,000 to \$50,000	Over \$50,000
<b>Procurement Procedure</b>	Sound business practices. <sup>1</sup>	Use a written purchase description to solicit written quotations from no fewer than 3 persons who customarily provide the supply or service. <sup>2</sup>	Sealed bids or proposals (M.G.L. c. 30B, §§ 5 or 6).
<b>Notice/Advertising Requirements</b>	None.	None.	Post a notice 1) in your jurisdiction’s office, and, at least two weeks before bids or proposals are due, publish 2) in a newspaper, and 3) on COMMBUYS.  If the procurement will exceed \$100,000, at least two weeks before bids or proposals are due, publish in the <i>Goods and Services Bulletin</i> .
<b>Award contract to:</b>	Responsible person offering the best price.	Responsible person offering the needed quality of supply or service at the lowest price quotation.	Under § 5, the responsible <sup>3</sup> and responsive <sup>4</sup> bidder offering the best price. Under § 6, the most advantageous proposal from a responsible and responsive proposer taking into consideration price and non-price proposals.
<b>Written Contract Required<sup>5</sup></b>	No. Keep written records as a best practice.	Yes.	Yes.
<b>Maximum Contract Term<sup>6</sup></b>	Three years, unless majority vote authorizes longer.		
<b>OSD Option</b>	Yes.		

<sup>1</sup> M.G.L. c. 30B, § 2, defines sound business practices as “ensuring the receipt of favorable prices by periodically soliciting price lists or quotes.”

<sup>2</sup> M.G.L. c. 30B, § 4, as amended by Chapter 218 of the Acts of 2016.

<sup>3</sup> M.G.L. c. 30B, § 2, defines a responsible bidder or offeror as “a person who has the capability to perform fully the contract requirements, and the integrity and reliability which assures good faith performance.”

<sup>4</sup> M.G.L. c. 30B, § 2, defines a responsive bidder or offeror as “a person who has submitted a bid or proposal which conforms in all respects to the invitation for bids or request for proposals.”

<sup>5</sup> M.G.L. c. 30B, § 17(a), states “All contracts in the amount of \$10,000 or more shall be in writing, and the governmental body shall make no payment for a supply or service rendered prior to the execution of such contract.”

<sup>6</sup> M.G.L. c. 30B, § 12(b), states “Unless authorized by majority vote, a procurement officer shall not award a contract for a term exceeding three years, including any renewal, extension, or option.”

# Proposal for Executive Search Services

Town of Harwich



COMMUNITY PARADIGM ASSOCIATES, LLC

# TOWN OF HARWICH

## EXECUTIVE SEARCH SERVICES: TOWN ADMINISTRATOR

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February 19, 2020

Board of Selectmen  
Harwich Town Hall  
732 Main Street  
Harwich, MA 02645

Dear Chairman Ballantine and Members of Board:

I appreciate the opportunity to make this submission to the Town of Harwich for services that assist with the recruitment and selection of its next Town Administrator, in accordance with the Town's Solicitation of Price Quotations. It is essential that this selection process result in an individual that has the skills, experience, and management approach to assist the Town in addressing its challenges and new opportunities.

Community Paradigm Associates, LLC is a Plymouth-based consultancy that was established in 2014 as a multi-dimensional organization focusing on governmental, nonprofit, and community concerns through a variety of services. However, our primary service is focused upon executive recruiting of municipal managers for towns here in Massachusetts. Over the past twelve months we successfully conducted searches for three other Cape communities, Brewster, Bourne and Provincetown. And, we are currently assisting Truro with their search for a new Town Manager.

We believe that we bring four specific qualifications to the task of helping Harwich find its next Town Administrator:

- First, we know the skills and characteristics of a municipal manager in carrying out his/her responsibilities. Two members of the Project Team have performed the role for a combined total of nearly seven decades
- Second, we have built a proprietary database of hundreds of potential candidates based upon our extensive and current network of municipal managers, particularly here in Massachusetts and throughout New England. We utilize an approach of active recruitment, not simply advertising a position and waiting for responses.
- Third, the approach that we have always used in recruitments includes active engagement of the stakeholders of the community in the process. We believe this approach produces the best possible selections as well as crucial community support during the all-important first few months in the position.
- And fourth, now in our sixth year of business, we have become the most active municipal manager recruitment firm in the Commonwealth. We believe that distinction is the result of the customized, dedicated service that we provide to our municipal clients, which can be verified by contacting our clients for their opinion of Community Paradigm.

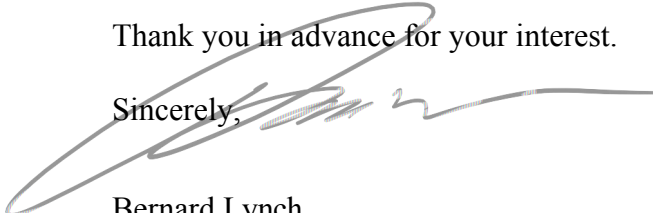
We have read, understand and will comply with the requirements and conditions contained within the Town's Solicitation. In accordance with the Town of Harwich's Solicitation, we have organized materials that respond to the specifically requested information as outlined within the instructions. In Section 2 of the submission, we have prepared a summary statement of compliance with Solicitation requirements regarding minimum qualifications and submission information.. In Section 6, we address the Scope of Work requirements that are specifically outlined within the Solicitation by describing our approach and implementation plan.

We certainly encourage the Town to review the recruitments that we have performed for other communities. I am confident that those communities will respond positively and enthusiastically to the results of our work and the hands-on process that we have managed and provided.

As the lead consultant on this project and the individual authorized to conduct business with the Town, I would be happy to respond to any questions regarding this matter and look forward to hearing from you. We can be contacted by phone at 978-621-6733, through the mail at Community Paradigm Associates, LLC, One Saddleback, Plymouth, MA 02360, or by email at [BLynch@Communityparadigm.com](mailto:BLynch@Communityparadigm.com)

Thank you in advance for your interest.

Sincerely,



Bernard Lynch  
Principal

# Proposal Review: Quality Requirements and Solicitation Responses

## Minimum Requirements/Qualifications

Community Paradigm Associates, LLC meets the minimum criteria set forth within F. of the Town of Harwich's Solicitation.

- Community Paradigm is in its sixth year of business, being established in March of 2014.
- Community Paradigm has successfully recruited 42 Town Managers and Town Administrators, and is currently engaged in 4 other similar recruitments, most to be completed over the next four weeks. A listing of completed and currently ongoing recruitments are included within the Client List contained in the Firm Profile in Section # 3, and Reference List in Section #4.
- The project team that will be assigned to the Harwich Executive Recruitment project includes three qualified persons with extensive experience with municipal government, and municipal recruitment. Resumes of each are provided in Section #4 of this submission.
  - Community Paradigm Principal Bernard Lynch will be the lead consultant for the project and has 30 years experience as a municipal manager in which he recruited and hired dozens of department heads and developed nearly a dozen individuals that currently hold Town Administrator, Town Manager or Assistant positions within the State. Since starting Community Paradigm in 2014 he has provided recruitment services for over forty positions.
  - Community Paradigm Senior Associate Sharon Flaherty has over 25 years as a journalist providing coverage of over a dozen Massachusetts cities and towns. With Community Paradigm she has worked on over thirty recruitment projects.
  - Community Paradigm Senior Associate John Petrin has 40 years experience in municipal government in which he recruited and hired dozens of key positions. Since joining Community Paradigm he has been involved in five recruitments.

## Solicitation Submission Requirements

Community Paradigm Associates, LLC provides the following information, as a direct response to the Town of Harwich's Solicitation, or refers the reader to the appropriate section of the Community Paradigm response.

1. Describe the consulting agency's background, relevant experience in the business of providing recruitment and selection consulting services to municipal governments.

Community Paradigm has extensive experience and expertise in conducting successful executive searches for Massachusetts Town Managers or Town Administrators. The firm has managed 46 municipal manager recruitments over the last five years, or approximately 40% of the total contracted searches that have occurred within Massachusetts.

Community Paradigm's success is based upon its knowledge of municipal government, its ability to market its client communities and their municipal management positions, and an extensive network. Members of Community Paradigm are long time active members of the Massachusetts Municipal Management Association and the International City and County Management Association. Members know, and are known, to managers throughout the state. A Firm Profile is included in Section #3.

2. List cities or towns for which the consulting agency has done work in the past five years. This list should specifically identify the type of recruitment performed and the tenure of the hired candidate

See Client List within Firm Profile in Section # 3 and Reference List in Section #7 for a full listing of completed and ongoing recruitment. As of this date, all candidates selected as a result of a search conducted by Community Paradigm remain in place with the exception of the Wellesley Executive Director, who has moved to the Town of Norfolk.

3. At least three references from municipal clients worked for in the past five years. The Town reserves the right to solicit additional references. Poor references may be a basis for a determination the consulting agency is not a responsible bidder.

Community Paradigm has successfully completed municipal manager recruitments to the complete satisfaction of its municipal clients. We expect that **all** of the clients will enthusiastically speak to the services provided by Community Paradigm. Reference contact information for each of the clients has been provided within Section #4.

4. Specify the composition of the project team who will be providing the services specified in this Solicitation for Quotes, including appropriate resumes.

The members of Community Paradigm Associates that will be working on this project bring considerable years of experience in/with municipal government, and communications and marketing. Community Paradigm understands municipal government and the roles and responsibilities of a Town Administrator, and the organizational relationships that exist within the municipal sector. Community Paradigm has leveraged that experience and skills, and its extensive network of municipal managers within the state, region and nation to develop an approach of recruiting and placing municipal managers for its client communities. Resumes are included in Section # 5.

5. Provide a work plan outlining the consulting agency's proposed timetable for each aspect of the Work (see Detailed Requirements for Selected the consulting agency, below).

Community Paradigm has developed and presented a well thought out description of its recruitment strategy for the Harwich Town Administrator search, including a clearly delineated timeline and specific milestones. This strategy is based upon similar searches that have been executed successfully by the firm. We address the Scope of Work requirements that are within the Town's Solicitation by describing our approach and implementation plan within Section #6 of the Proposal. Where applicable we reference similar searches where particular methodologies have been utilized, and note specifics relative to the Town's stakeholders.

6. Provide samples of work, such as reports, a sample position profile, evaluation forms and other decision-making tools.

The Proposal includes examples of work products of Community Paradigm in successfully completing similar municipal manager searches. These sample work products are contained within Section #7 of the Proposal and include robust digital Position Profile brochures, high quality advertisements, and other forms of candidate outreach for the recruitments that the Proposer has completed. Also included are process materials to assist in evaluation and selection activity.

7. Show evidence of the consulting agency's knowledge of the Select Board/Town Administrator model of government.

As shown on the resumes included within Section 5 of this submission, two of the members of the project team have a combined 70+ years working as municipal managers and hence full knowledge of the Select Board/Town Administrator model of government.

8. A price proposal, which shall include all costs associated with the project, and shall include a schedule of payments which shall be dependent upon completion of elements of work required by Scope of Services, Detailed Requirements.

A Price Proposal is provided in Section #8 of this Submission including all related costs and a schedule of payments.

## FIRM PROFILE

Community Paradigm Associates, LLC, is a multi-dimensional organization focusing on governmental, nonprofit, community, and business concerns. It develops transformational initiatives and innovative solutions designed to enhance the dynamics of communities. Its Principal and Associates draw upon their extensive government, academic, and private sector experience to provide the answers clients need to effectively and efficiently manage their organizations.

**Principal Bernard F. Lynch** has devoted more than 35 years to guiding cities and towns toward brighter futures by focusing on the efficiency and responsiveness of organizational day-to-day operations as well as highly transformational initiatives that bring communities to a new level. His experience as an innovator, strategist, educator, researcher, and leader allow him to consider challenges from various viewpoints. Known for his collaborative problem-solving and innovative solutions, Mr. Lynch steered a Massachusetts city away from potential receivership to solid fiscal stability. He has managed the successful conception and completion of public libraries, police stations, community centers, school buildings, bicycle and walking trails, and recreation facilities.

Mr. Lynch served as City Manager of Lowell, Massachusetts, for eight years and as Town Manager of Chelmsford, Massachusetts, for 20 years. He served on Lieutenant Governor Karyn Polito's Task Force on Local Government Workforce Skills Gap, is a Senior Fellow at Suffolk University, and serves as an adjunct professor at both Suffolk University and University of Massachusetts Lowell. He earned a Master of Public Administration degree from University of Massachusetts Amherst and a Bachelor of Science degree in Political Science from the University of Lowell.

**Senior Associate John Petrin** has dedicated more than 30 years to municipal service, including seven years as the Town Administrator of Burlington, seven years as the Town Manager of Ashland, and 13 years as the Town Administrator of Harvard. He has extensive experience in developing operating and capital budgets, hiring and managing department heads and other personnel, and managing the day-to-day operations of a municipality. Additionally, Mr. Petrin served as Assistant Superintendent of Schools in Marlborough, as Tax Assessor in Bellingham, and as an elected Park Commissioner in Bellingham. He has served on numerous professional boards, including the Massachusetts Police Accreditation Commission and Joint Labor Management Committee, and is the former President of the Massachusetts Municipal Association and of the Massachusetts Municipal Managers Association. Mr. Petrin earned a Bachelor of Arts in Political Science from Stonehill College and Master of Public Administration from Northeastern University.

**Senior Associate Peter Hechenbleikner** has 45 years of government experience, including over 30 years in Massachusetts. Prior to his retirement in 2013, he served as Reading's first Town Manager and he has continued his commitment to local government service by serving in a number of interim assignments and providing consulting to municipalities. He has extensive experience in operational reviews, government studies, budget development, and organizational development. He holds a Master of Science in City and Regional Planning from Pratt Institute in Brooklyn, New York, a Bachelor of Arts degree in Political Science and Public Administration from the University of Cincinnati, and a Certificate in International Studies from the University of Manchester, England.

**Senior Associate Mary Beth Bernard** has 16+ years of municipal experience, including serving as the Assistant Town Manager of Foxborough and as Human Resources Director in Westwood and Wrentham. Ms. Bernard has extensive experience in recruiting, hiring, contract negotiations, compliance, and employee training and development. She earned a Bachelor of Science degree in psychology from Boston State College. Ms. Bernard is an SHRM senior certified professional and earned a Graduate Certificate in Local Government Leadership and Management from Suffolk University's Moakley Center.

**Senior Associate Ray Santilli** has nearly 40 years of experience working in the municipal sector, including 17 years as the Assistant Town Manager in North Andover, Mass. Mr. Santilli also served as a purchasing director, director of community services, and human resources director in North Andover, and as Planning/Budget/Personnel Director for the Cambridge Police Department. He earned his Master of Business Administration from Boston College and a Bachelor of Science degree in Criminal Justice from Northeastern University.

**Senior Associate Sharon Flaherty** has more than 25 years of experience in communications, public relations, project management, digital and traditional marketing, and brand management. She has worked as an editor at daily and weekly newspapers, and directed marketing and communications departments in the financial industry. Ms. Flaherty served as an adjunct professor in business at Middlesex Community College. She earned a Master of Business Administration degree from Rivier University, a Master of Arts degree in English and Writing from Southern New Hampshire University, and a Bachelor of Arts degree in Communications from Rivier University.

Community Paradigm Associates has affiliations with numerous highly experienced municipal management professionals and industry professionals who assist with various projects. It has a network that includes professionals in such areas as finance, public works, telecommunications, land use and development, public safety, emergency management, municipal law and process, personnel management, and sustainability. Each is an experienced and proven leader in his or her field.

Services provided by Community Paradigm Associates include: executive recruiting, economic and community development, strategic analysis and counsel, public finance, public policy, community engagement, strategic management and planning, social innovation, building high performing organizations, marketing and communications, professional development, process improvement, community sustainability, and tactical research and solutions.



# CLIENT LIST

## **Executive Recruitment**

### Municipal

- Town of Winchendon, Town Manager (2015)
- Town of Amherst, Town Manager (2016)
- Town of Wellesley, Executive Director (2016)
- Town of Scituate, Sewer Superintendent (2017)
- Town of Shrewsbury, Town Manager (2017)
- Town of Leicester, Town Administrator (2017)
- Town of Plympton, Town Administrator (2017)
- Town of Norfolk, Town Planner (2017)
- Town of Salem, NH, Town Manager (2017)
- Town of Norwood, General Manager (2017)
- Town of Lynnfield, Town Administrator (2017)
- Town of Ipswich, Town Manager (2018)
- Town of Natick, Town Administrator (2018)
- Town of Boxborough, Town Administrator (2018)
- Town of Avon, Town Administrator (2018)
- Town of Weston, Town Manager (2018)
- Town of Wayland, Town Administrator (2018)
- Town of Hamilton, Town Manager (2018)
- Town of Oxford, Town Manager (2018)
- Town of Stoughton, Town Manager (2018)
- Town of Walpole, Community Planning Director (2018)
- Town of Bourne, Director of Finance (2018)
- Town of Becket, Town Administrator (2019)
- Town of Rutland, Town Administrator (2019)
- Town of Sturbridge, Town Administrator (2019)
- Town of Adams, Town Administrator (2019)
- Town of Brewster, Town Administrator (2019)
- Town of Norfolk, Town Administrator (2019)
- Town of Lakeville, Town Administrator (2019)
- Town of Marion, Town Administrator (2019)
- Town of Great Barrington, Town Manager (2019)
- Town of Rockland, Town Administrator (2019)
- Town of Rockland, Town Accountant (2019)
- City of Methuen, Chief Administrative and Finance Officer (2019)
- Town of Ashland, Town Planner (2019)
- Town of Palmer, Town Manager (2019)
- Town of East Bridgewater, Town Administrator (2019)
- Town of Dedham, Town Manager (2019)
- Town of Coventry, RI, Town Manager (Ongoing)
- City of Pittsfield, Director of Public Services (2019)
- Town of Westwood, Town Administrator (2019)
- Town of Westminster, Town Administrator (2019)
- Town of Longmeadow, Town Manager (2019)
- Town of Uxbridge, Town Manager (2019)
- Town of Bourne, Town Administrator (2019)
- Town of Topsfield, Town Administrator (2019)
- Town of Provincetown, Town Manager (2019)
- Town of North Attleborough, Town Manager (2020)
- Town of East Longmeadow, Town Manager (2019)
- Town of Sudbury, Town Manager (2020)
- Town of Pembroke, Town Manager (Ongoing)
- Town of Hopedale, Town Administrator (Ongoing)
- Town of Andover, Director of Elder Services (2019)
- Town of Mattapoisett, Town Administrator (2020)
- Town of Swampscott, Town Accountant (Ongoing)
- Town of Truro, Town Manager (Ongoing)
- Town of Northborough, Senior Center Director (Ongoing)
- City of Marlborough, Comptroller (Ongoing)
- Town of Mattapoisett, Library Director (Ongoing)

## Non-Profit/Quasi-Governmental

- Merrimack Valley Planning Commission, Executive Director (2016)
- Massachusetts Police Accreditation Commission, Program Manager (2017)
- Massport Community Advisory Committee, Executive Director (2018)
- Metro South/West WIOA / Partnerships for a Skilled Workforce, Executive Director (2018)
- Massachusetts Police Accreditation Commission, Director of Field Operations (2019)
- Merrimack Valley Planning Commission, Executive Director (2020)

## **Public Management Projects**

- Town of Longmeadow: Selectmen/Town Manager Roles and Responsibilities and Setting of Joint Goals and Objectives
- Town of Southampton: Government Study and Charter Development
- Town of Winchendon: Personnel System
- Town of Millis: Budget Improvement Project
- Town of Framingham: Downtown Re-Development/Urban Center Housing
- Town of Ashburnham: Risk Assessment Project
- Town of Sharon: Operational Review of Health Department
- Town of Adams and Cheshire: Facilitation with Adams/Cheshire Regional School District
- Town of Westminster: Government Study/Town Charter Project
- Town of Shrewsbury: Organizational Assessment
- Town of Auburn: Selectmen on Aging/Elder Services Operational Evaluation
- Town of Norwood: Conservation Commission Operational Evaluation
- Town of Bridgewater: Strategic Plan
- Town of Auburn: Position Description Review
- Town of Pembroke: Capital Plan
- Massachusetts Municipal Management Association: Strategic Planning
- Town of Millis: Operational Review of Town Clerk Office
- Town of Andover: Government Study
- Town of Andover: Senior Management Classification and Compensation Plan
- Town of Millis: DPW Assessment Study
- Town of Norwood: Workforce Development Board Organizational Structure

## **Non-Profit/Private Sector Projects**

- Axuda, Inc.: Development of non-profit peer-to-peer micro-lending program/Community relations
- Colonial Power Group, Inc.: Government relations/Marketing and communications
- Sustainable Strategies 2050, LLC: Government relations

## References

Attached is a listing of references for a number of municipal clients that have been served by Community Paradigm Associates in the search for a new municipal manager. All of our clients can be contacted for a qualitative review of our services.



**MASSACHUSETTS MUNICIPAL EXECUTIVE RECRUITMENT CLIENT LIST**

<b>Client</b>	<b>Reference</b>	<b>Address</b>	<b>Phone #</b>	<b>Email Address</b>
Provincetown, MA Town Manager	David Abramson Select Board Chair	260 Commercial St. Provincetown, MA 02657	508-470-0030	dabramson@provincetown- ma.gov
Bourne, MA Town Administrator	Judith Froman Board of Selectmen Chair	24 Perry Avenue Buzzards Bay, MA 02532	774-454-3951	jfroman@townofbourne.com
Brewster, MA Town Administrator	Mary Chaffee Select Board	2198 Main St. Brewster, MA 02631	508-896-3847	mchaffee@brewster-ma.gov
East Bridgewater, MA Town Administrator	William Dowling Board of Selectmen Chair	175 Central St. East Bridgewater, MA 02333	617-686-7101	williamdowling99@hotmail.com
Rockland, MA Town Administrator	Stacy Callahan Human Resources Director	242 Union St. Rockland, MA 02370	781-616-6836	scallahan@rockland-ma.gov
Rockland, MA Town Accountant	Stacy Callahan Human Resources Director	242 Union St. Rockland, MA 02370	781-616-6836	scallahan@rockland-ma.gov
Wayland, MA Town Administrator	Lea Anderson BOS Chair	41 Cochituate Rd Wayland, MA 01778	508-358-7701	landerson@wayland.ma.us
Norwood, MA General Manager	William Plasko Select Board	City Hall 1000 Commonwealth Avenue Newton, MA 02459	781-603-3679	bplasko@norwoodma.gov
Andover, MA Director of Elder Services	Jemma Lambert Director of Community Services	36 Bartlett St. Andover, MA 01810	978-623-8300	Jemma.lambert@andoverma.us
Bourne, MA Director of Finance	Thomas Guerino Former Town Administrator	24 Perry Ave. Buzzards Bay, MA 02532- 3441	508-509-1377	vtroncape@gmail.com
Weston, MA Town Manager	Tom Palmer Search Comm. Chair	11 Town House Rd Weston, MA 02493	781-786-5000	tom@tgpalmer.com
Natick, MA Town Administrator	Steve Levinsky Search Comm. Chairman	Town Offices 13 E. Central St., Natick, MA 01760	508-314-1695	levinskytasc@gmail.com
Amherst, MA Town Manager	Deborah Radway HR Director	4 Boltwood Ave. Amherst, MA 01002	413-345-8570	radwaydeb@gmail.com

<b>Client</b>	<b>Reference</b>	<b>Address</b>	<b>Phone #</b>	<b>Email Address</b>
Avon, MA Town Administrator	Steven Rose BOS Chair	65 East Main St. Avon, MA 02322	508-588-0414	srose@avon-ma.gov
Lynnfield, MA Town Administrator	Christopher Barrett Selectmen Chair (during search)	55 Summer St. Lynnfield, MA 01940	781-334-9410	cbarrett@town.lynnfield.ma.us
Northfield, MA Town Administrator	Tracy Rogers Selectboard Chair	69 Main St. Northfield, MA 01360	413-498-2901	Trogers.northfield@gmail.com
Bourne, MA Director of Finance	Thomas Guerino Former Town Administrator	24 Perry Ave. Buzzards Bay, MA 02532-3441	508-509-1377	vtroncape@gmail.com
Oxford, MA Town Manager	Cheryll LeBlanc BOS Vice Chair	325 Main St. Oxford, MA 01540	508-987-6027	Cheryll.LebLANC@gmail.com
Winchendon, MA Town Manager	Michael Barbaro BOS Chair	109 Front St., Winchendon, MA 01475	978-833-7069	MikeB@town.winchendon.ma.us
Norfolk, MA Town Planner	Scott Bragdon Human Resources Director	Town Hall, 1 Liberty Lane, Norfolk, MA 02056	508-541-2826	sbragdon@norfolk.ma.us
Stoughton, MA Town Manager	Robert O'Regan BOS Chairman	10 Pearl Street Stoughton, MA 02072	781-341-1300	roregan@stoughton-ma.gov
Walpole, MA Community Planning Director	James Johnson Town Administrator	135 School Street Walpole, MA 02081	508-660-7304	jjohnson@walpole-ma.gov
Becket, MA Town Administrator	Katherine Warden Search Committee Chair	557 Main St. Becket, MA 01223	518-466-1267	KWarden319@gmail.com
Rutland, MA Town Administrator	Sheila Dibbs BOS Chair	250 Main St. Rutland, MA 01543	508-886-4100	Shdibb@gmail.com
Adams, MA Town Administrator	Christine Hoyt Board of Selectmen	8 Park St. Adams, MA 01220	413-743-8300 Dept. #170	choyt@town.adams.ma.us
Sturbridge, MA Town Administrator	Mary Dowling Board of Selectmen	308 Main St. Sturbridge, MA 01566	508-347-2500	dowlingmsgb@aol.com
Norfolk, MA Town Administrator	Scott Bragdon HR Director	One Liberty Lane Norfolk, MA 02056	508-440-2826	sbragdon@norfolk.ma.us
Great Barrington, MA Town Manager	Steve Bannon Selectboard	334 Main St. Great Barrington, MA 01230	413-528-1619 ext. 2	scbannon@gmail.com
Lakeville, MA Town Administrator	Clorinda Dunphy Human Resources	346 Bedford St. Lakeville, MA 02347	508-946-8800	cdunphy@lakevillema.org
Marion, MA Town Administrator	Norman Hills BOS Chair	2 Spring St. Marion, MA 02738	508-317-5988	nhills@verizon.net
Westminster, MA Town Manager	Wayne Walker Board of Selectmen Chair	11 South St. Westminster, MA 01473	978-874-7400	wwalker@westminster-ma.gov

Client	Reference	Address	Phone #	Email Address
Dedham, MA Town Manager	Nancy Baker Interim Town Manager	26 Bryant St. Dedham, MA 02026	781-751-9102	nbaker@dedham-ma.gov
Longmeadow, MA Town Manager	Marie Angelides Select Board Chair	20 Williams St. Longmeadow, MA 01106	413-565-4110	mangelides@longmeadow.org
Topsfield, MA Town Administrator	John Spencer Board of Selectmen Chair	8 West Common St. Topsfield, MA 01983	978-887-1500	jspencer@topsfield-ma.gov
Uxbridge, MA Town Manager	Brian Plasko Board of Selectmen	21 South Main St. Uxbridge, MA 01569	508-797-7108	bplasko@uxbridge-ma.gov
Wellesley, MA Executive Director	Scott Szczebak HR Director	525 Washington St., Wellesley, MA 02482	781-431-1019	sszczebak@wellesleyma.gov
Boxborough, MA Town Administrator	Susan Bak Board of Selectmen Chair	Town Hall 29 Middle Road Boxborough, MA 01719	978-264-1712	smbak55@gmail.com
Ashland, MA Town Planner	Michael Herbert Town Manager	101 Main St. Ashland, MA 01721	508-881-0100 Ext. 7911	MHerbert@ashlandmass.com
Methuen, MA Chief Administrative and Financial Officer	Paul Fahey Chief of Staff	41 Pleasant St. Methuen, MA 01844	978-983-8505	pfahey@ci.methuen.ma.us
Palmer, MA Town Manager	Barbara Barry Town Council President	4417 Main St. Palmer, MA 01069	413-283-2131	Barbara.barry@comcast.net
Buckland, MA Town Administrator	Barry Del Castilho Select Board	17 State St. Shelburne Falls, MA 01370	413-695-8568	bdelcastilho@town.buckland.ma.us
Ipswich, MA Town Manager	William Craft Selectboard Chair	25 Green St. Ipswich, MA 01938	978-356-6604	craft@eatoncummings.com
Leicester, MA Town Administrator	Harry Brooks BOS Chairman	3 Washburn Sq., Leicester, MA 01524	508-782-8420	BrooksH@LeicesterMA.org
Plympton, MA Town Administrator	Christine Joy BOS Chairman	5 Palmer Road, Plympton, MA 02367	781-585-2700	cjoy@town.plympton.ma.us
Sudbury, MA Town Manager	Daniel Carty BOS Chairman	Flynn Building 278 Old Sudbury Rd Sudbury, MA 01776	978-639-3381	cartyd@sudbury.ma.us
Hamilton, MA Town Manager	Shawn Farrell BOS Chair	577 Bay Road Hamilton, MA 01936	978-626-5202	sfarrell@hamiltonma.gov
Shrewsbury, MA Town Manager	Maurice DePalo Selectman	100 Maple Ave., Shrewsbury, MA 01545	508-841-8504	moedepalo@townisp.com
Marlborough, MA Comptroller/ Treasurer	Nathan Boudreau Executive Aide	140 Main St. Marlborough, MA 01752	508-460-3770	nathan.boudreau@marlborough- ma.gov
Northborough, MA Senior Center Director	John Coderre Town Administrator	63 Main St. Northborough, MA 01532	508-393-5040	jcoderre@town.northborough.ma.us

<b>Client</b>	<b>Reference</b>	<b>Address</b>	<b>Phone #</b>	<b>Email Address</b>
Swampscott, MA Town Accountant	Sean Fitzgerald Town Administrator	22 Monument Ave. Swampscott, MA 01907	781-596-8850	sfitzgerald@swampscottma.gov
East Longmeadow, MA Town Manager	Kathleen Hill Council President	60 Center Square East Longmeadow MA 01028	413-525-5400	Kathleen.hill@eastlongmeadow.gov
Scituate, MA Sewer Superintendent	Patricia Vinchesi Town Administrator (Former)	600 Chief Justice Cushing Highway Scituate, MA 02066	413-531-4358	pvinchesi@pavinchesi.com
Hopedale, MA Town Administrator	Brian Keyes Board of Selectmen	78 Hopedale St. Hopedale, MA 01747	508-634-2203 ext. 213	bkeyes@hopedale-ma.gov
North Attleborough, MA Town Manager	Keith Lapointe Town Council President	43 Washington St. North Attleborough, MA 02760		klapointe@nattleboro.com



## Brief résumé of principals and staff to be assigned to the project.

The following individuals will be assigned to this project, with résumés attached:

- Bernard Lynch, Principal and Project Lead
- Sharon Flaherty, Senior Associate
- John Petrin, Senior Associate

In addition, Community Paradigm utilizes the services of Creative Services, Inc. for pre-employment screening that includes Criminal History Search, employment verification, motor vehicle driving record, and Fair Credit Reporting review. A firm profile is included within this section.

**BERNARD LYNCH**  
**BLynch@Communityparadigm.com**  
**978-621-6733**

## **PROFESSIONAL EXPERIENCE**

### ***Community Paradigm Associates, LLC      2014-Present***

Founder and Principal of multi-faceted consultancy with specialties in municipal law and process, economic and community development, public policy, process improvement, social innovation, tactical research and solutions, building high-performing organizations, public finance, thought leadership, strategic analysis and counsel, vision articulation, collaborative decision-making, and community sustainability. Current clients include but are not limited to the following:

- Municipalities seeking greater operational efficiencies and economic development
- Municipalities and Non-profits requiring assistance with executive recruitment
- Non-profits exploring and implementing social entrepreneurship opportunities
- Private developers interested in creating sustainable, high quality projects.
- Alternative energy ventures

### ***City of Lowell, MA      2006-2014***

City Manager, serving as Chief Executive Officer of Massachusetts' 4<sup>th</sup> largest city, with duties and responsibilities including strategic planning, financial management, operating and capital budget preparation and review, human resource management, collective bargaining, procurement, direction of city departments, coordination of elected and appointed boards and committees, etc. Major accomplishments of tenure include:

- Managed a financial turn-around and stabilization of the City after a bond downgrade and state notification of more stringent reporting requirements. Accomplished through the establishment and implementation of financial management policies, a strategic financial plan and sound budgeting system. Financial reserves as a percentage of the operating budget were increased from 2% to 9% during the period of 2006-2014 while the property tax levy below the limits of Proposition 2 ½ was increased by more than 100%. During this period the City experienced several bond rating upgrades and state reporting requirements were lifted.
- Instituted innovative data based management system modeled on Baltimore's CITISTAT program resulting in increased efficiencies and cost savings.
- Restructured City organization to create a revamped permitting and inspectional services function connected to City's planning and development operations for greater accountability, streamlined processes and user responsiveness.
- Directed and coordinated the implementation of a robust and detailed performance based budget document that served to provide communication of city operations, increase departmental planning and improve legislative resource allocation decisions.
- Prioritized the City's relations throughout the community with a focus upon transparent decision-making and responsiveness in order to increase accountability utilizing personal interactions and social media platforms for providing information and receiving citizen feedback.
- Implemented various personnel policies and operational procedures including the negotiation of changes in employee health insurance coverage to significantly reduce costs for the City and employees and address long-term post-employment liabilities, and major changes in the City's collective bargaining agreements.

- Successfully recruited major corporate and retail businesses to locate in the City, including Motorola, Verizon, Plum Choice, Lowe's, and Target. Oversaw the private development of the \$800,000,000 Hamilton Canal District project and completion of the \$500,000,000 Boott Mills project.
- Developed high performing team of managers and employees. Recruited and hired all major department heads including Finance Director, Treasurer, Public Works Director, Planning and Development Director, Police Chief, Fire Chief, Library Director.
- Significantly improved crime rates via initiatives such as targeted deployments, establishing a multi-agency Anti Gang/Youth Development Task Force, law enforcement partnerships, and increased community policing.
- Developed and implemented first ever City Capital plan resulting in nearly \$200 million investment in city facilities including a new elementary school, new downtown parking garage, rebuild of water and wastewater plants, energy service contract for all municipal buildings, solar farm, parks and roadway improvements, downtown traffic reconfiguration, replacement of DPW fleet, and construction of a public safety communication and emergency operations center.

### ***Town of Chelmsford, MA 1986-2006***

Town Manager (1989-2006), first Town Manager serving as Chief Executive Officer with duties and responsibilities including financial management, operating and capital budget preparation and review, human resource management, collective bargaining, procurement, direction of town departments, coordination of elected and appointed boards and committees, grant writing, long term planning, etc. Major accomplishments of tenure include:

- Established and implemented financial management policies and a long-term financial plan and an award winning budgeting system. Financial reserves were increased from \$340,000 to \$8,000,000 during the period of 1992-2003 while property taxes were held below the limits of Proposition 2 1/2; and the Town experienced bond rating upgrades.
- Implemented various personnel policies and procedures including the negotiation of changes in employee health insurance coverage to reduce costs, and major changes in Town's collective bargaining agreements in order to reduce costs and increase operational efficiencies
- Established town's first consolidated Public Works Department, Public Facilities Department, Finance Department and Community Development Office; recruited and hired all department heads including Public Works Director, Finance Director, Community Development Director, Police Chief and Fire Chief,
- Led efforts to support and subsequently oversaw construction of a new Police Station, Library and reconstructed elementary school; and managed the acquisition and control of a municipal golf course and municipal ice rink. All projects were accomplished without Proposition 2 ½ overrides or exemptions.
- Responsible for oversight of the redevelopment of Chelmsford Center; and the renovation and expansion of Chelmsford High School and two middle schools which were funded through a Proposition 2 ½ exemption.

Executive Secretary (1986-1989), serving as Chief Administrative Officer at the direction of the Board of Selectmen, with duties and responsibilities including, budget preparation and review, human resource management, collective bargaining, procurement, coordination of town departments and appointed boards and committees, grant writing, long term planning, etc. Major accomplishments include construction of a new Senior Center and multi-purpose recreation complex, implementation of a town-wide sewer project and acquisition of a major multi-jurisdictional conservation area.

## **Prior Experience**

***Bernard Lynch and Associates***, Independent Consultant, 1983-1986

***Methuen Neighborhood Development Corporation***, Executive Director, 1982-1983

***Town of Chelmsford***, Community Development Coordinator, 1980-1982

***Massachusetts Housing Finance Agency***, Policy Analyst, 1979-1980

## **ACADEMIC EXPERIENCE**

***Moakley Center for Public Management, Suffolk University***      ***2014-Present***

Senior Fellow and Adjunct Faculty, in Graduate School of Management offering courses in Public Finance, Labor Relations, Strategic Leadership and Community Engagement.

***University of Lowell and University of Massachusetts-Lowell***      ***1980-Present***

Adjunct Faculty, in Political Science Department offering courses in American Government, Public Administration, Urban Politics, Public Policy, State and Local Government, and Fiscal Policy.

## **EDUCATION**

*Master of Public Administration*, University of Massachusetts-Amherst (1980)

*Bachelor of Science in Political Science*, University of Lowell (1978)

## **PROFESSIONAL AFFILIATIONS AND COMMUNITY SERVICE**

- Massachusetts Lt. Governor's Task Force on Local Government Workforce Skills Gap (2017-present)
- International City Management Association, Full/Retired Member
- Massachusetts Municipal Management Association, Full/Retired Member
- Middlesex Community College Leadership Advisory Committee (2016-Present)
- Innovation Academy Charter School Board of Trustees (2014-Present)
- Middlesex 3 Coalition, Founding Member and Member of Board of Directors (2010-2014)
- Massachusetts Municipal Association-Fiscal Policy Committee (1994-Present) (Prior Chair)
- Lowell Plan Board of Directors (2006-2014)
- Lowell Development and Finance Corporation Board of Directors (2006-2014)
- Lowell Regional Transit Authority Board of Directors (2006-2014)
- UMass Lowell College of Arts and Sciences Alumni Advisory Committee (2005-2012)
- Massachusetts Local Government Advisory Committee (2007-2009)
- Massachusetts Municipal Association Task Force on State & Local Finance, Service Delivery & Administrative Reform (2004)
- Merrimack Valley Economic Development Council-Board of Directors (2000-2014)
- Massachusetts Inter-Local Insurance Association – Director and member of Audit Committee and Investment Committee (1993-2006)
- Northern Middlesex Council of Governments (1987-2006)
- Lowell Community Health Center- Board of Directors (1999-2000)
- Special Legislative Commission on Affordable Housing (1988-1989)

**Sharon L. Flaherty**  
[SFlaherty@Communityparadigm.com](mailto:SFlaherty@Communityparadigm.com)  
603-770-9959 (c)

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**SUMMARY**

A results-oriented professional experienced in interviewing, research, writing, communications, project management, public relations, community relations, and traditional and digital marketing. Demonstrated success in developing and maintaining municipal, business, and community relationships.

**PROFESSIONAL EXPERIENCE**

**COMMUNITY PARADIGM ASSOCIATES, 2014-present**

*Senior Associate*, Plymouth, MA

- Develop and manage communications, public relations, proposals, projects, and marketing for consultancy focused on municipalities, nonprofits, and related businesses.
- Research and author strategic plans, client proposals, presentations, and communications.
- Conduct interviews; assist with candidate management.
- Create ad copy and project collateral; manage client projects.
- Manage design and maintenance of website.

**CAPE COD FIVE CENTS SAVINGS BANK, 2015-2016**

*Marketing Communications Officer*, Orleans, MA

- Created and implemented marketing and promotional campaigns, including collateral, direct mail, social media, web banners, email, and SEO/SEM.
- Developed and implemented marketing communications and promotional strategic plans to increase customer base and deepen customer relationships.
- Steered media strategy, digital messaging, brand positioning, brand awareness, marketing collateral, public relations, and internal and external communications.
- Authored weekly internal newsletter, press releases, executive speeches, scripts, marketing copy, talking points, industry articles, and social media posts.
- Negotiated with and managed external vendors, creative agencies, and design firms.
- Led cross-functional project teams to market new products and acquisitions.
- Managed large-scale events for internal and external audiences.

**JEANNE D'ARC CREDIT UNION, 2010-2015**

*Assistant Vice President – Marketing and Communications*, Lowell, MA

- Constructed and managed \$1.2 million annual marketing budget.
- Developed and managed \$1 million annual ecommerce budget.
- Managed and coached ecommerce team and marketing team.
- Generated new revenue streams resulting in \$100,000 of additional annual income.
- Created Print On Demand document center to reduce waste and increase efficiency.
- Managed creation and updates of website, microsites, and landing pages.
- Crafted and implemented regional marketing campaigns, including email blasts, brochures, direct mail, social media, SEO/SEM, and community outreach.
- Authored all press releases, industry articles and columns, executive summaries, scripts, social media and blog posts, internal communications, and marketing copy.
- Negotiated with and managed external vendors, creative agencies and design firms.
- Steered digital messaging, branch merchandising, internal and external communications, public relations, brand positioning, card designs, and marketing collateral.
- Led cross-functional teams to develop and market new products and services.
- Gained status leading annual foundation fundraiser, raising \$300,000 since 2010.
- Conceptualized and produced cable access show highlighting community relationships, financial education, and corporate philanthropy.

**MIDDLESEX COMMUNITY COLLEGE, 2011-2015**

*Adjunct Professor – Business Department*, Bedford, MA

- Taught business courses to a widely diverse student population.
- Developed and assessed course curriculum.
- Student assessment and counseling.



## **THE SUN/MEDIANEWS GROUP, 1995-2010**

### ***Editorial Page Editor***, Lowell, MA

- Mentored and coached newsroom reporters and correspondents.
- Chaired editorial board meetings with national, state, and local government officials, business, and academic leaders, and community/neighborhood representatives.
- Authored daily editorials and periodic columns to provide consistent messaging.
- Managed all facets of social media outreach and video content.
- Initiated strong engagement with community organizations.
- Represented newspaper on radio and cable television, and served on media panels.

### ***Metro Editor***, Lowell, MA

- Mentored and coached staff of 25 newsroom reporters and correspondents.
- Prepared website content, approved video content, managed social media messaging.
- Edited articles, wrote headlines, designed pages, led team in creating news packages.
- Managed news content for *The Broadcaster*, 65,000-circulation weekly newspaper.

### ***Education Reporter***, Lowell, MA

- Delivered daily coverage of local, state, and national education issues, including the University of Massachusetts Lowell and Middlesex Community College.

### ***Reporter***, Lowell, MA

- Crafted news content for various communities, reporting and writing articles and features on government, education, business, health care, politics, crime, and human interest.

## **EDUCATION**

**Rivier University**, Master of Business Administration, Summa Cum Laude

**Southern New Hampshire University**, Master of Arts, English, Summa Cum Laude

**Rivier University**, Bachelor of Arts, Communications, Summa Cum Laude

## **COMMUNITY AFFILIATIONS**

Plymouth Cultural Council, 2016-present

Rebuilding Together Lowell, Board of Directors, 2010-2015

Greater Lowell Community Foundation, Nonprofit Grant Distribution Committee 2010-2015

Greater Lowell Community Foundation Advisory Board, 2010-present

Lowell Youth Development Collaborative, Board of Directors, 2006-2015

## **AWARDS**

Credit Union Executive Society Golden Mirror Awards for Marketing

- Public/Community Relations; Website; Segmented Marketing

Credit Union National Association Diamond Awards for Marketing

- Social Media; Logo; Brand Awareness; Community/Public Relations

Journalism Awards (sample)

- Journalist of the Year, New England Press Association
- Business Feature, 1<sup>st</sup> Place, New England Press Association
- Human Interest, 1<sup>st</sup> Place, New England Newspaper Association
- Spot News, 1<sup>st</sup> Place, New England Press Association

**JOHN D. PETRIN**  
*JPetrin@communityparadigm.com*  
*(781) 552-1074*

**MUNICIPAL EXPERIENCE**

- 6/12 to 3/19      TOWN ADMINISTRATOR  
*Town of Burlington, MA*  
Serve as Chief Administrative Officer of a town with a population of 25,000 and a budget of \$150M under the direction of the Town By-Law and the Board of Selectmen.
- 3/05 to 6/12      TOWNMANAGER  
*Town of Ashland, MA*  
Served as Chief Administrative Officer of a town with a population of 17,000 and a budget of \$50M under the direction of the Town Charter and the Board of Selectmen.
- 8/01 to 3/05      ASSISTANT SUPERINTENDENT OF SCHOOLS  
*Marlborough Public Schools, Marlborough, MA*  
Assisted the Superintendent in providing leadership in developing, achieving, and maintaining the best possible educational programs and services for a school system with 5,300 students.
- 9/88 to 8/01      TOWN ADMINISTRATOR  
*Town of Harvard, MA*  
Served as Chief Administrative Officer of a town with a population of 5,400 providing day-to-day overall administrative coordination and direction to departments under the jurisdiction of the Board of Selectmen
- 7/85 to 9/88      TOWN ADMINISTRATOR  
*Town of Pepperell, MA*  
Served as Chief Administrative Officer in a town with a population of 9,000 providing day-to-day overall administrative coordination and direction to departments under the jurisdiction of the Board of Selectmen
- 3/82 to 7/85      TAX ASSESSOR  
*Board of Assessors, Bellingham, MA*  
Duties included appraising and assessing property and formulating a tax rate from the collected data. Other responsibilities included budget preparation and overseeing day-to-day operations of the office. Served as financial planner for the Town.
- 9/80 to 7/85      PARK COMMISSIONER  
*Park Commission, Bellingham, MA*  
Elected member of the Board. Voted Chair 3 years. Major responsibilities included budget preparation and overseeing parks, maintenance, and recreation programs.

**EDUCATION**

- 1987      Northeastern University, Boston, MA  
Masters in Public Administration
- 1981      Stonehill College, North Easton, MA  
Bachelor of Arts in Political Science

**CERTIFICATIONS AND LICENSES**

- International City/County Managers Association – Certified Manager (2009)
- Massachusetts Educator’s License – Superintendent/Assistant Superintendent (2003)
- International City Managers Association Certificate in Management, (1988)
- Massachusetts Accredited Assessor (1984)

**PROFESSIONAL AFFILIATIONS & APPOINTMENTS**

- Massachusetts Municipal Association, 1985-2001, 2005 - 2019  
President, 2001  
Vice-President, 2000  
Board of Directors, 1994-1996, 1999-2001
- Massachusetts Municipal Managers Association, 1985-2001, 2005 - 2019  
President, 1995  
Vice-President, 1994  
Board of Directors, 1993-1996, 1999-2001
- International City/County Managers Association, 1991-2001, 2005 - 2019  
Base Closure Steering Committee Member, 1995-1998
- Massachusetts Police Accreditation Commission, 1997 – 2001, 2006 - 2019  
Vice-Chair, 1998-2000, Treasurer, 2009 – 2019
- Joint Labor Management Committee  
Member, 2014 - 2019
- Metropolitan Boston Emergency Medical Services Council  
Board of Directors, 2008 – 2017
- Massachusetts Special Commission on Disability Pensions, 2012-2013
- West Suburban Managers, 2005 – 2012  
Chair, 2006 - 2012
- Massachusetts Local Government Advisory Commission  
Chair, 2001  
Member, 1994-1996, 1999-2001
- Massachusetts Association of School Superintendents, 2001 - 2005  
Served on Finance and Accountability Committee and Charter School Task Force
- Massachusetts Association of School Business Officials, 2001- 2005
- Massachusetts Association of School Personnel Administrators, 2001 – 2005
- Member, Minuteman-Nashoba Health Group, 1990-2001  
Chair, 1995 - 1997  
Vice-Chair, 1990 - 1995

**AWARDS**

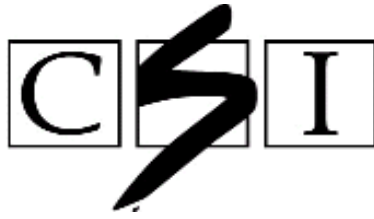
- Massachusetts Area Planning Commission  
Theodore Mann Regional Leadership Award - 2010
- Boys & Girls Clubs of Metrowest  
Michael C. Sullivan Community Partner for Youth Award – 2010
- MetroWest Growth Management Committee  
Regional Spirit Award - 2010
- Massachusetts Municipal Association  
Kenneth E. Pickard Memorial Innovation Award, 1996, 1999, 2000 & 2013
- MIIA Workers Compensation Group  
Best Overall Safety Performance Award, 1989 & 1992
- MIIA Property and Casualty Group  
Best Overall Safety Performance Award, 1993

**COMMUNITY ACTIVITIES**

- Boys & Girls Clubs of MetroWest, Inc.  
Member of Board of Directors, 1995 - present  
Board Co-Vice-Chair, 2004-2005  
Treasurer, 1995 – 2001
- Healthy Smiles Dental Clinic  
Member of Board of Directors, 2003 - 2015
- Marlborough Regional Chamber of Commerce  
Member of Board of Directors, 2002 - 2005
- Bellingham Youth Baseball, 1975 - 1984  
Served in several capacities including President and Purchasing Agent.
- Bellingham Youth Basketball League, 1980 - 1988  
Co-founder of BYBA. Served in several capacities.
- Bellingham School Computer Planning Committee, 1984 - 1985  
Appointed by the School Committee to review computer needs in the school system.
- Bellingham Auxiliary Police Department – 1978 - 1985  
Sergeant. Duties involved augmenting and assisting the Bellingham Police in patrols and at civic functions.
- Bellingham DPW Consolidation AdHoc Committee, 1989  
Appointed by the Board of Selectmen to review the potential for consolidating all public works departments.

**REFERENCES**

Available on Request.



**Creative Services, Inc.**

**Not ALL background checks are created equal.  
Screen smart. Hire with confidence. Get the advantage.**



## **Employment Screening Solutions**

**Creative Services, Inc.**

p. (800) 227-0002

f. (508) 339-2352

[www.creativeservices.com](http://www.creativeservices.com)

### **STATEMENT OF WORK**

*CSI Confidential &  
Proprietary*



Creative Services, Inc. ♦ Phone: (800) 227-0002 ♦ Fax: (508) 339-2352

# **Pre-Employment Screening Services**

**Prepared For**

**COMMUNITY PARADIGM ASSOCIATES**

## **Objective**

To provide COMMUNITY PARADIGM ASSOCIATES with a consistent and comprehensive pre-employment screening program that will minimize losses and maximize profits by helping your company make informed applicant decisions and manage the risks associated with the hiring process, and promote long-term retention.

## **Benefits**

With an investment in the Creative Services, Inc. pre-employment screening program, employers can realize savings by identifying potential problem employees before hiring, thereby reducing costs associated with turnover, absenteeism, internal theft, workplace violence and liability claims. With our resources and expertise in assessing and evaluating hard-to-obtain and sensitive information, CSI's screening program frees your personnel from conducting time-consuming and complicated research while ensuring your company's compliance with legal hiring requirements.

## **Creative Services, Inc. Profile and Mission Statement**

Creative Services, Inc. is a national background screening and security-consulting firm headquartered in Mansfield, Massachusetts, with a Nuclear Screening Operations Center located in Chapin, South Carolina. CSI has established a reputation for providing quality service to government contractors, private companies and publicly held corporations since 1976, and is recognized for its excellence in servicing industries with specialized needs, such as those requiring strict compliance with guidelines set forth by the Department of Transportation (DOT), the Drug Enforcement Administration (DEA) and the Nuclear Regulatory Commission (NRC). We keep abreast of compliance requirements through legal counsel, subscription to numerous industry and legal periodicals and membership in industry organizations.

CSI's success has been achieved through a commitment to maintaining a highly skilled management team and staff with diverse technical abilities and expertise, providing the flexibility to meet our clients changing and complex needs. Our screening professionals can interpret, and not merely report, sensitive information. We continue to emphasize the importance of interviewing and investigative skills while incorporating the best informational resources. It is this human element that characterizes the success of our performance as well as our client relationships. CSI delivers responsive, quality service at competitive prices.

CSI's mission is to deliver superior background investigations and exceptional client service to help employers reduce risk and improve workplace safety and security.



## **Request Procedure**

After a field of candidates has been identified by COMMUNITY PARADIGM ASSOCIATES through a preliminary screening and/or initial interview, requests for background investigations may be made by standard mail, fax or on-line. CSI will alert authorized COMMUNITY PARADIGM ASSOCIATES representatives if a request cannot be processed due to missing or illegible information. Regardless of method of request, daily status reports will be issued, which identify the applicants' names and reference numbers on all requests received each day, thus verifying receipt of requests and promptly highlighting any discrepancies.

## **Reporting and Turnaround Time**

CSI's commitment is to provide the most thorough, current and accurate information within the fastest turnaround time possible, with confidentiality and strict adherence to the law always a priority. CSI will provide COMMUNITY PARADIGM ASSOCIATES with partial results of background investigations within an average of three (3) business days for domestic requests (international requests vary).

Reports may be obtained by standard mail, secure email, fax or on-line. Our formal reporting format is uniquely designed to be concise yet informative, highlighted by an introductory "at-a-glance" executive summary which categorizes each of the components investigated. The details are then presented in clearly delineated sections, comparing applicant-supplied information to source-reported information and combining results of specific component-related questions with investigator comments.

## **Account Management**

Each client is assigned a dedicated Account Manager who ensures the timeliness and quality of the work product. While each background investigation is processed by a strategically structured team consisting of intake coordinators, compliance analysts, informational resource experts and verification specialists, the Account Manager acts as the focal point of customer service for each client, applying their knowledge of the client's business to enhance responsiveness.

CSI can also provide a variety of Management Reports, generated at periodic intervals, to assist our clients in monitoring employee population, vendor performance and budget. These reports, which can be tailored to your specifications, include categories such as number of investigations/percentage of criminal records, turnaround time and monetary expenditures.

## **On-Line Client Access**

CSI utilizes a custom software program that would allow COMMUNITY PARADIGM ASSOCIATES to communicate directly with our web site to submit screening requests and access results, if so desired. This system is accessible 24 hours a day, 7 days a week. The program is equipped with multi-level security features that prohibit unauthorized access. Log-ins and passwords are programmed based on client needs.

## **Fair Credit Reporting Act (FCRA)**

All compliance activities are under the direction of our Compliance Department with the assistance of outside legal counsel. In addition to staying current with the Federal Fair Credit Reporting Act, our compliance program includes FCRA state analogues, driver privacy protection laws, and other applicable regulations.

The Federal Trade Commission wrote the "Summary of Your Rights Under the Fair Credit Reporting Act" in 1997. Its content cannot be altered, nor can significant changes be made in formatting.

CSI provides both "Release and Authorization" and "Disclosure & Acknowledgement" Forms for use by our clients. Applicants must sign this document to authorize CSI to conduct a background investigation. This document is made as broad as possible for the widest possible applicability in hiring. It is updated as appropriate based upon changes in federal and/or state law.

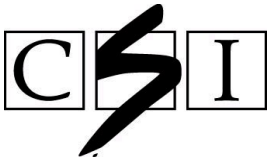
## **FCRA Adverse Action Process**

Based on established adjudication, CSI can manage the FCRA process for COMMUNITY PARADIGM ASSOCIATES in accordance with the FCRA and state laws. CSI will direct a Preliminary Adverse Action letter to those applicants who do not meet COMMUNITY PARADIGM ASSOCIATES hiring, retention or promotional criteria. As mandated by the FCRA, CSI can also send a Final Adverse Action letter within the appropriate time frame. In addition, and as required under the federal FCRA, between the preliminary and final notice, CSI will conduct all re-investigation required in the case of applicant dispute.

## **Summary**

CSI appreciates the opportunity to submit this pre-employment screening proposal to COMMUNITY PARADIGM ASSOCIATES. This proposal is valid for forty-five (45) days from the date of this Statement of Work. To accept this proposal, an Agreement/Amendment must be signed and returned.

Our screening programs, screening support and security consulting services are designed to assist our clients *before, during* and *after* the hiring decision. We look forward to becoming COMMUNITY PARADIGM ASSOCIATES's ***partner in the employee selection process.***



## **CREATIVE SERVICES, INC.**

**“Your partner in the employee selection process”**

### **Pre-Employment Screening Profiles:**

The following is provided to COMMUNITY PARADIGM ASSOCIATES. Multiple profiles can be selected and additional profiles can be tailored to your specifications drawing on CSI's extensive menu of screening components.

#### **Profile I**

- **7-Year Criminal History Search - County/Statewide**
- **7-Year Criminal History Search - Federal**
- **Social Security Trace**
- **National Criminal Record Locator (includes the National Sex Offender Registry Search)**
- **7-Year Sex Offender Registry Search**

#### **Profile II**

- **7-Year Criminal History Search - County/Statewide**
- **7-Year Criminal History Search - Federal**
- **Social Security Trace**
- **Education Verification**
- **7-Year Employment Verification**
- **National Criminal Record Locator (includes the National Sex Offender Registry Search)**
- **7-Year Sex Offender Registry Search**

#### **Additional Services:**

- **FCRA Administration**
- **Motor Vehicle Driving Record**

### **Criminal Reporting Guidelines**

Consistency in reporting criminal records is essential to complying with all federal and state laws. CSI's criminal reporting guidelines generally are as follows:

Unlimited Felony Convictions\*; Five-Year Misdemeanor Convictions\*; Pending Criminal Cases; Deferred Adjudication Cases<sup>^</sup>; Active Warrants.

*\* Exceptions to CSI's reporting guidelines exist in some states that further restrict the reporting of criminal information.*

*<sup>^</sup> Deferred adjudication cases are reported when the adjudication on the case is pending a future court date.*

## Statement of the scope and approach of services proposed for the project.

Attached is the general approach used by Community Paradigm Associates in executing searches in other communities, and anticipated to be utilized in this project for the Town of Harwich. Additional information has been added to reflect specific examples in which additional services and/or techniques have been utilized in other communities.

Included with the scope and approach is a proposed timetable based upon the typical sixteen week time period necessary to execute an executive recruitment of this type.

# **TOWN OF HARWICH**

## **EXECUTIVE RECRUITING APPROACH**

**February 19, 2020**



**COMMUNITY PARADIGM ASSOCIATES, LLC**

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## **Approach and Plan for Performing Services**

It is a challenging period in municipal management recruitment with a growing number of retiring managers producing increased demand, fewer individuals entering the profession and many individuals opting to remain in secure positions providing a decreased supply. The result can be smaller candidate pools for municipalities seeking to fill these important positions within local government. Community Paradigm has been successful in its many searches over the past six years in building strong fields for the municipal clients that it has served.

It has also become a period in which greater citizen involvement in the selection process is desired and required. Such involvement helps to ensure community support for the individual selected. Community Paradigm has facilitated community forums in nearly every municipal manager/administrator search we have conducted and has organized, guided, and facilitated Screening Committees and Selectmen in reviewing and interviewing candidates, and complying with the Massachusetts Open Meeting Law.

The recruitment and selection process require an understanding and knowledge of the candidate pool, aggressive outreach, robust citizen engagement and participation, and a nimble and creative approach to finding and choosing the “right” individual for the community. The approach that would be utilized as described herein, along with the experience and knowledge of Community Paradigm (the consultant) will work in finding the best Town Administrator for the Town of Harwich. The following is a description of the process that is envisioned for utilization in the Town of Harwich, based upon successful implementation in other communities served by Community Paradigm:

### **Preparation**

#### **1. Initial Consultation with the Selectmen and Screening Committee**

It is most important to have a clear understanding from the Selectmen on the experience, skills, management style, and personal attributes the Board wishes the next Town Administrator to possess. The Consultant would meet with the Selectmen at the outset of the process to obtain this information. These initial meetings would also be used to discuss and prepare a search plan that includes recruitment strategies, contractual provisions including compensation and conditions of employment, and a timetable for the recruitment and selection process. A similar meeting will be held with the Screening Committee with a focus on process and timetable. The mission of the Screening Committee is to ultimately narrow the field of candidates to three (3) or four (4) finalists to present to the Selectmen.

#### **2. Organizational Information**

It is helpful to gather the perspectives of Department Heads and other key town officials. These individuals will have regular interaction with the Town Administrator and their input is valuable. Specific information is sought through these meetings and discussions in understanding the organizational framework, primary issues facing the Town and specific attributes that would be sought in choosing the next Town Administrator. The consultant would also use this period to gather and review key documents and materials, including the Town Charter, regarding the Town in order to gain a fuller understanding of the organization, processes and local issues of concern.



### **3. Community Engagement**

It is also useful at this stage of the process to have a public input session(s) in order to ascertain the thoughts of residents and local businesses as to the qualities that would be beneficial for the next Town Administrator to possess. The Town's staff would assist in setting up these meetings and the Consultant would act as facilitator. Examples of communities that have benefited by this type of community involvement organized by the consultant include: Provincetown, Brewster, Rockland, Hamilton, Natick, Amherst, Norwood, Ipswich, Boxborough, and Shrewsbury.

### **4. Preparation of Position Statement/Recruiting Brochure**

The Consultant would assist in developing the required professional qualifications and a recommended compensation package for the Town Administrator position based in part by the updated job description. The information gathered from the Selectmen, Department Heads and town officials, and citizen community input sessions would complete the development of the Position Statement that serves as a recruiting brochure to provide possible candidates a full understanding of the Town and its current issues, the statutory responsibilities of the Town Administrator position, and the expectations of the Board and other members of the community. The Selectmen will be asked to endorse or amend this Statement, and in Executive Session discuss and decide parameters of a compensation and benefits package. Specifics related to this package are held to be confidential as they will be part of negotiations with the final candidate.

### **5. Advertisements and Active Recruitment of Candidates**

Ultimately, the success of selecting a new Town Administrator for Harwich is ensuring the largest possible pool of qualified candidates. Certainly, one manner of gaining applicants is advertising the position through various publications and organizations. The Consultant will make recommendations on the most effective locations to advertise but at a minimum would include the International City and County Management Association (ICMA) and Massachusetts Municipal Association (MMA) publications.

The most important activity in recruiting is conducting targeted outreach to prospective, qualified candidates that match the desired candidate profile. This activity is imperative, as many qualified candidates do not respond to advertisements for various reasons. In particular, in highly visible positions, such as Town Administrators, there is some concern about premature public disclosure of candidates, which could impact existing positions. A consultant-initiated contact can ease such concerns and expand the pool of candidates. The Consultant will conduct outreach by utilizing our "Community Paradigm Database" developed in part by:

- Our MMA professional network;
- Our ICMA professional network;
- A professional academic network through the region's MPA programs;
- Our professional and alumni networks.
- A recruiting network built up over the more than forty searches of the past five years.

## **Review of Applicants**

### **6. Receipt of Résumés**

Applications and résumés will be processed by Community Paradigm Associates in order to maintain confidentiality of each inquiry and application. This will ensure the greatest number of qualified candidates. It is our recommendation that any résumés sent to the Town, the Screening Committee, or the Selectmen be forwarded to the Consultant. All résumés submitted by candidates will be acknowledged by the Consultant.

### **7. Initial Review of Résumés**

The Consultant will review all résumés to determine those which meet the Town's criteria as set forth in the parameters voted by the Selectmen within the Position Profile.

### **8. Screening Process: Review of Résumés and Assessment**

The Consultant, summarizing each qualified applicant's experience, education and other notable information and following telephone interviews, preliminary background checks, and utilization of assessment tools as deemed appropriate, will prepare a confidential assessment report of an anticipated 8-12 qualified candidates. This information will be reviewed with the Screening Committee on a confidential basis, as will advisement by the Consultant as to which candidates are the most qualified. These reviews will occur in executive session and, with the advice of the Consultant, the Screening Committee will select the candidates to be interviewed in executive session. It is recommended that the Screening Committee personally interview 7-9 candidates. Interviews would be expected to last 75-90 minutes. The consultant will provide the Screening Committee with all résumés received.

## **Initial Interviews**

### **9. Screening Committee Interviews**

The Consultant will assist the Screening Committee with the interview process. This will include the notifications to candidates and scheduling of interviews as well as assisting the Committee with the interviews, including methods of interviews, possible questions, assessment tools and candidate evaluations. The Committee should only interview candidates once as second interviews are required to occur in public session; and public interviews of candidates prior to being named a finalist could have a chilling effect upon applicants/candidates.

### **10. Selection of Finalists**

At the completion of the initial interviews the Committee will need to determine which three (3) or four (4) candidates should be forwarded to the Selectmen as finalists. These finalists should NOT be ranked in any way as it can bias the process.

### **11. Reference and Background Review**

The Consultant will obtain written authorization from each of the finalists acknowledging a desire to continue through the process and allowing for the Consultant to contact the finalists' provided professional references and for sub-contractor Creative Services Inc. to conduct a background review. This process protects the finalists' confidentiality and the Town from any charge of violation of privacy.

## **12. Referral of Finalists**

Upon completion of the Reference and Background review, the Consultant will meet again, as needed, with the Screening Committee for final referral of finalist names to the Selectmen. This step will allow for any modification to the chosen finalists if notable information is gathered during the background review. The Committee will take the final votes and publicly announce the finalists to the Selectmen and provide a report prepared by the Consultant that includes a short description of the candidate, a summary of reference information and copies of the finalists' cover letters and résumés.

## **Board of Selectmen Selection**

### **13. Finalist Interviews**

The Consultant will assist the Selectmen with the interview process, including preparation, interview questions, assessments, scheduling of interviews, etc. The Board may choose to conduct two interviews, the first involving a preliminary introduction and review of credentials and experience; and a second meeting that follows time spent with members of the community and staff. The second interview could focus upon management style and thoughts and ideas regarding Harwich. This interview may also include the use of an assessment tool. In Amherst an assessment was utilized whereby finalists were asked to make a presentation (oral and any existing documents) on a particular project or policy recommendation that they had brought forward in another community. In Wayland a similar exercise was limited to provision of documents prepared by the finalists for such a project or policy proposal.

### **14. Staff Participation**

One beneficial approach to understanding the finalists' knowledge of municipal government and approach to managing the Town is to arrange for visits by the candidates with key staff and Town officials, and community leaders, and a tour of significant locations within the Town. This step will provide the candidates with a better sense of Harwich, the municipal organization, and the short- and long-term issues facing the Town. The consultant has organized variations of such visits in several communities including Amherst, Wellesley, Brewster, Shrewsbury, Boxborough, and Leicester.

### **15. Community Participation**

There is also an opportunity to engage the community during the selection process through informal meet and greet events, or facilitated community forums in which citizens can meet the finalists and ask questions about background and experience and general municipal management topics. The consultant has organized and facilitated similar forums in several communities including Amherst, Wellesley, Shrewsbury, Provincetown and Brewster.

### **16. Selection and Contract Negotiation**

At the conclusion of Selectmen interviews, the Board will need to make a decision regarding the choice of the next Harwich Town Administrator. It is recommended that the vote occur at a separate meeting several days after the conclusion of interviews. The Consultant will help with organizing the process of making that decision, including "site visits" to applicant communities, if deemed necessary. Any vote to offer the position of Town Administrator to an individual should be "conditioned" upon any additional background checks deemed necessary and the successful negotiation of a contract. The Consultant will assist with this process and provide valuable guidance in reaching a mutually beneficial agreement. It is strongly recommended that Town Counsel review an employment contract before execution.

**Town of Harwich  
Town Administrator Recruitment  
Projected Timeline**

Activity / Week Of	Week #	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
<b>Preparation</b>																	
Introductory Meeting to Review Process																	
1 Initial Consultation with Selectmen																	
Search Committee																	
2 Supporting Information and Community Consultation																	
3 Position Statement/Recruitment Brochure Preparation																	
Review Profile with Selectmen																	
4 Advertisements and Recruitment																	
<b>Review of Applications</b>																	
5 Resumes Received																	
6 Initial Review of Resumes																	
7 Selection of Semi-Finalists w/Search Committee																	
<b>Initial Interviews</b>																	
8 Search Committee Interviews																	
9 Selection of Finalists																	
10 Reference and Background Review																	
11 Referral of Finalists																	
<b>Board of Selectmen</b>																	
Community Meet and Greet (Optional)																	
12 Selectmen Interviews of Finalists																	
13 Selection																	
14 Negotiation and Approval of Contract																	

## Sample Recruitment Materials

The following documents are included as examples of the work product generated in the process of assisting client communities with executive recruitment.

- **North Attleborough Position Statement-** we develop comprehensive position statements based upon review of local materials, interviews with Selectmen members, department heads, and based upon the direction of the Town we speak with staff, key local leaders and hold a community forum to gain citizen input. The statement, which is circulated electronically to candidates and individuals targeted for recruitment, utilizes hyperlinks to drive the candidates to specific documents and websites.
- **Provincetown Town Manager Position Profile-**we also develop extremely robust position profiles based upon the same information that is gathered to prepare a position statement. However, in a Profile we provide substantially more narrative in order to outline more nuanced information about the Town and its challenges. *This is offered as an optional service.*
- **Norwood Community Forum Press Release-**we provide public information materials for our clients such as press releases, website announcements, social media posts, etc. in order to communicate information to the community at large, or targeted audiences. Attached is a press release announcing the community forum that was held in Norwood.
- **Wayland Job Posting-**we develop job posting/advertisements that summarize community information, desired and required qualifications and application process. Generally, we use this posting to advertise on the Mass Municipal Association (MMA) website, International City and County Management Association (ICMA) website, and possibly other New England municipal association websites. We also use the posting to circulate to area universities that have alumni job boards.
- **Stoughton Questions-**we work with Search Committees and Selectmen in developing interview questions that address general management skills and experiences and town-specific issues that result from the position profile development process.
- **Sample Interview Score Sheet-**based upon the interest of the Screening Committees we generate Town specific scoring sheets that can be utilized in an attempt to quantify interview results.

- **Natick Assessment Questions**-in some communities we have used assessment questions based upon created scenarios as a preliminary screening tool. In Natick we identified a group of qualified candidates that were provided these questions for a written response, which we used along with a preliminary interview to develop a report for the Screening Committee in identifying semi-finalists for interviews.
- **Sample Preliminary Interview Report (sample)**-see above. Specific information has been redacted for confidentiality.
- **Amherst Status Report and Select Board Interview Plan**-we provide status reports and technical assistance to the Select Board on the search process and recommendations for a community focused selection process. In Amherst we developed a day-long procedure of providing information to finalists while simultaneously obtaining multiple perspectives of the finalists through interaction with key stakeholders.
- **Hamilton Report to Selectmen transmitting Finalists**-upon selection of finalists we conduct reference and background reviews of each candidate before they are announced to the Board of Selectmen. In that procedure we prepare a report that reviews the credentials of the candidates and a summary of reference feedback received. Copies of resumes are included with these reports.



# North Attleborough, MA – Town Manager



## Position Statement

North Attleborough, MA (29,000 pop.), is a vibrant community located in southeastern Massachusetts, approximately 45 minutes from Boston, 15 minutes from Providence, R.I., and five miles from Gillette Stadium in Foxborough. A primarily residential community, it provides a small-town atmosphere along with significant retail and commercial sectors. North Attleborough has an AA rating, an FY20 budget of \$94 million, good public schools, and strong community spirit. Following the approval of a Home Rule Charter in April, which changed the form of government, North Attleborough is now led by a nine-member Town Council.

North Attleborough is seeking an experienced, energetic, and community-focused leader with excellent communication and collaboration skills to serve as its first Town Manager. Preferred candidates should have a Bachelor's degree (Master's preferred) in public administration or a related field and experience as a city/town manager or assistant city/town manager or equivalent, with demonstrated skills and abilities in municipal finance, economic development, communications, community planning, sustainability, and procurement. Candidates should have a proven record of leadership, be a strategic thinker, instill confidence and trust, and be able to build cooperative relationships with appointed/elected officials, residents, employees, and businesses. Candidates should be creative, enthusiastic, and support transparency in government.

**Annual salary: \$185K+/-.** The successful candidate will receive an attractive compensation package including health and retirement plans, commensurate with qualifications and experience. North Attleborough is an Equal Opportunity/Affirmative Action Employer.

### Important Links:

- [Town of North Attleborough](#)
- [Town Charter](#)
- [General Bylaws](#)
- [Master Plan](#)
- [Route 1 Corridor Study](#)
- [Audited Financial Statements](#)
- [Audited Management Letters](#)
- [Annual Report](#)
- [FY20 Budget Documents](#)
- [Free Cash Policy](#)
- [North Attleborough Electric Department](#)



# Challenges and Opportunities

## Government

In April of this year, North Attleborough residents voted in favor of a [Charter](#) changing the Town's form of government to Town Council-Town Manager. There are nine elected members of the newly formed Town Council, which officially became the Town's legislative body in July. Previously, North Attleborough had a Board of Selectmen, representative Town Meeting, and Town Administrator. The successful candidate will become North Attleborough's first Town Manager and will be expected to assist the Town in moving forward with its new form of local government.

## Master Plan

North Attleborough's [Master Plan](#) was completed in 2014 and the Town is committed to updating it. The updated version will serve as a blueprint for the future, guide regulatory changes, land use policies, budgeting decisions, and all community decision making. The next Town Manager will play an important role in updating and implementing this strategic plan. North Attleborough is currently considering becoming a Green Community which, if approved, will make it eligible for certain state grants.

## Economic Development

The Town, which was once the location of numerous jewelry manufacturers, is poised for growth and economic development. North Attleborough's beautiful downtown has a number of open storefronts that the Town would like to see occupied. A \$7 million MassWorks grant application for downtown revitalization



has been submitted to the state and is awaiting a decision. Also, as in many communities, the mall in North Attleborough has experienced some store closures as retail establishments cope with ongoing competition from online sales. Three cannabis retail establishments are in the process of seeking state approvals. There are several brownfields sites in Town, some of which have established cleanup plans. The updated Master Plan, once completed, is expected to focus on balancing residential neighborhoods and open space

with the need for commercial, industrial, and retail investment. Future growth is needed to minimize the tax burden on residents. The Town has experienced flooding and storm issues and a [Hazard Mitigation Plan](#) was completed in July 2019. North Attleborough became a Complete Streets Community in December 2016 and updated its [Complete Streets Prioritization Plan](#) in March 2019.

## Capital Planning

North Attleborough would like to have a complete facilities assessment conducted in the near future to assist in determining infrastructure needs. The [FY20 Capital Improvements Plan](#) can be reviewed online.

## Finances

North Attleborough has an [FY20 budget](#) of approximately \$94 million and a Standard and Poor's rating of AA with a positive outlook. The Town is fiscally conservative, and the Town Manager will be expected to run a tight fiscal ship. The FY19 tax rate is \$14.24 for residential properties and \$17.48 for commercial and industrial. The average single-family tax bill in FY19 was \$5,503. Maintaining or improving North Attleborough's financial strength and bond rating while keeping tax increases to a minimum are priorities. Nearly 54% of the Town's revenue comes from the tax levy, with approximately 22% from state aid. In April 2018, voters approved a \$6.5 million override to Proposition 2 ½ to fund various needs, including hiring police and fire personnel and economic development support, restoring library hours, school infrastructure investments, maintaining school personnel, and addressing curriculum and technology needs as well as maintaining services in other departments. The Town is supportive of its public school system and the new Town Manager should work collaboratively with the school department.

## Electric Department

The [North Attleborough Electric Department](#) is owned by the people of North Attleborough and overseen by a five-member Board of Electric Commissioners. They represent the 13,500 customers and work collaboratively with the Town.

## Recreation and Open Space

North Attleborough has an abundance of open space and recreation options. There are several ponds and lakes, including Greenwood Lake and Falls Pond, as well as a number of rivers and streams, such as Ten Mile River and Seven Mile River. An ice-skating pond, Titus Pond, is filled each winter by the Fire Department and maintained by the Rotary Club. World War I Memorial Park is the Town's largest park and features a petting zoo as well as soccer and lacrosse fields. Adjacent to the park is the Harold Burns Memorial Wildlife Arboretum, a 15-acre site that offers nature trails and unique bird observing. The Town's World War II Memorial is the site of North Attleborough's swimming pool which was funded by the veterans. There are a number of other parks, fields, and playgrounds in Town. Additionally, the North Attleborough Park & Recreation Department provides a wide variety of programs, including ski trips, digital game design and robotics classes, a theatre program, yoga classes, and numerous intramural sports programs. The Town's [Conservation, Recreation and Open Space Plan 2013-2020](#) can be accessed via its website.







## The Ideal Candidate

- Bachelor's degree in field related to public management with a Master's degree in public administration preferred.
- Minimum of 5 years of experience as a city/town manager, assistant city/town manager, or equivalent public or private sector level experience.
- Skilled in financial management, economic development, communications, community planning, sustainability, and procurement.
- Able to achieve buy-in to a vision.
- Able to facilitate community growth.
- Collaborative, enthusiastic, transparent, team-oriented, innovative, and decisive.
- Knowledgeable of best practices.
- Skilled in use of traditional and modern communication tools.
- Committed to fostering diversity and inclusion in the organization.
- Community-focused, able to delegate effectively, morale-builder, analytical, creative problem solver, and organized.
- Approachable and open to new ideas.
- Action-oriented, have a strong work ethic, inspire trust and confidence, empower others, and enjoy working with people.

## How To Apply

Send cover letters and résumés via email, in a single PDF, by Nov. 17, 2019, 5:00 p.m. to:

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

**Subject: North Attleborough  
Town Manager Search**

Questions regarding the position should be directed to:

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

The Town of North Attleborough, Mass., is an Equal Opportunity/Affirmative Action Employer.

# Provincetown, MA Town Manager



## Community & Position Profile





# The Community of Provincetown, Massachusetts

It's a new day in [Provincetown](#), Massachusetts, and the community is poised to take action on its opportunities and its challenges. This vibrant and historic Cape Cod community, located at the northern tip of the Cape Cod peninsula, is seeking an experienced and dynamic management professional with exceptional leadership, communication, and interpersonal skills to serve as its next Town Manager and to help the Town move in a new direction.



**THE TOWN:** Provincetown's origins date back to the arrival of the Pilgrims, who landed the Mayflower here in November 1620 before heading across the bay to Plymouth. Today, tourism is a vital part of Provincetown's economy and the Town is a popular destination for vacationers, artists, and writers. Provincetown is a small, close-knit community that experiences a significant influx of tourists and part-time residents. There are approximately 3,000 year-round residents, soaring to as many as 50,000 in the summer and 60,000 during Carnival in late August. [Provincetown Schools](#) is an International Baccalaureate World School for students in PreK-8. Residents have access to [Outer Cape Health Services](#) which has affiliations with major teaching hospitals in Boston and the Town is home to numerous nonprofits. In the summer, Provincetown is an international tourist hotspot, welcoming all visitors, and is popular with the LGBTQ community. The Town has an active nightlife and a vast array of galleries, restaurants, shops, and lodging options. Provincetown is working to increase its appeal as a year-round destination for tourists and is developing additional events and activities to attract more visitors during the colder months.

**GEOGRAPHY:** Provincetown has a total area of 17.5 square miles and is surrounded by the [Cape Cod National Seashore](#). Approximately 75% of the Town area lies inside the National Park. Provincetown is surrounded by water except due east, where it is bordered by Truro. It is bordered by Provincetown Harbor to the southeast, Cape Cod Bay to the south and west, Massachusetts Bay to the northwest and north, and the Atlantic Ocean to the northeast. It is 45 miles from Boston by air or sea, and 115 miles by road. The community is connected to Boston by seasonal high-speed ferry service and scheduled air service throughout the year. Provincetown has approximately 33 road miles and 21.3 miles of tidal shoreline. [Provincetown Municipal Airport](#) is located 10 minutes from the town center.

**ASSESSED VALUES:** Provincetown's total assessed value in FY2019 was approximately \$3.18 billion, according to the Massachusetts Department of Revenue's Division of Local Services. Residential properties, the majority of which serve as second homes, account for 85.1% of the Town's total assessed value, while commercial properties account for 13.8%, industrial 0.59%, and personal property 1.05%.

**CENSUS DATA:** According to U.S. Census estimates for 2018, Provincetown's racial composition is 86.7% white, 6.3% Hispanic or Latino, 4.1% two or more races, 1.9% Black or African American, and 1.0% Asian. The median household annual income in 2017 was approximately \$45,806. The median age of Provincetown's residents is approximately 56.5 years. Approximately 10.7% of residents live in households with incomes below the poverty level.



# Government and Finance

**SELECT BOARD:** Provincetown's executive branch of government is a five-member [Select Board](#) that serves as the governing body of the Town. The [FY2020 Town Wide Goals and Objectives](#), as voted by the Board, can be reviewed on the Town's website.



**COMMITTEES:** Elected positions include: Board of Library Trustees, Charter Compliance Commission, Housing Authority, School Committee, and Town Moderator. A listing of various committees and respective appointing authorities is contained within Provincetown's [Annual Report](#).

**TOWN MEETING:** In accordance with its [Town Charter](#), Provincetown has an Open Town Meeting form of government. The Charter states that Annual Town Meeting shall be held on the first Monday of April each year, which must be opened with a quorum of at least 100 registered voters.

**TOWN MANAGER:** The Select Board appoints the [Town Manager](#) to serve as the Chief Administrative Officer of the Town, which includes overseeing the daily operations of the Town, implementing the policies adopted, and directing the work of Town staff. The role is also to provide leadership for Town programs and services to promote quality of life. The Town Manager works in partnership with the Select Board and must balance the required administrative duties with supporting and working with the Board to develop and implement a strategic vision for the Town. Provincetown's Assistant Town Manager, Department Heads, and staff provide the technical skills needed to operate the Town, allowing the Town Manager to focus on major projects as well as developing, in collaboration with the Board, the strategic vision. Provincetown has approximately 140-200 full-time and seasonal employees. [Town Manager Reports](#), generally submitted to the Select Board every two to four weeks, can be accessed online as can various [Town Project Updates](#).

**FINANCIAL SNAPSHOT:** The Town has a \$29.6 million [operating budget](#) for FY20, including approximately \$4.5 million for education. Additionally, the Water Enterprise Fund budget is approximately \$2.8 million, and the Wastewater Enterprise Fund budget is about \$4 million. The general fund debt service budget for FY20 is \$1,602,837, which is 5.41% of general fund revenues.

Standard & Poor's upgraded Provincetown to an AA+ rating, with a stable outlook, as stated in an April 2018 rating action. In FY20, local property taxes generated about 48.36% of revenue, while local receipts brought in 31.39%, other available revenue brought in 17.97%, and state aid was approximately 2.29% of the Town's total revenue. In FY19, the Town brought in approximately \$20.84 million in real estate tax receipts, \$203,000 in personal property tax receipts, and nearly \$208,000 in tax titles redeemed. Provincetown took in about \$3.12 million in parking receipts in FY19.

**COUNTY GOVERNMENT:** Provincetown is one of 15 Cape Cod towns in [Barnstable County](#). The [Cape Cod Commission](#) is the County's land use and planning agency. Its mission is to protect the unique values and quality of life on Cape Cod by coordinating a balanced relationship between environmental protection and economic progress. It assists with the development of regional plans, policies, regulations, and infrastructure to guide and manage growth and by supporting Cape Cod towns with professional and cost-effective planning and technical support services.

# Challenges and Opportunities

Provincetown is evolving in myriad ways. Its demographics are shifting from a worker to a managerial community. The diversity of its residents and visitors – age, income, ethnicity – is increasing. The industry of [tourism](#), the economic engine that drives Provincetown, is progressing from a seasonal to a year-round business. The need for housing, particularly workforce housing, has reached a crisis level.

While tourism and housing require the greatest focus in Provincetown, a variety of other challenges and opportunities are tightly intertwined with them, including economic development, coastal resiliency, water, wastewater, and location. Provincetown’s next Town Manager will be expected to tackle these critical issues with innovation and enthusiasm.

- **TOURISM**

[Tourism](#), which is a \$200+ million industry annually, plays an essential role in Provincetown’s economy and its importance continues to grow. The Town’s population booms during the warmer months. There are approximately 3,000 year-round residents, but from Memorial Day through Labor Day, the population can soar to as many as 60,000. The shoulder seasons are also busier nowadays, attracting tourists and seasonal residents during the late spring and early autumn months. Provincetown is striving to develop a sustainable year-round economy by nurturing and expanding the tourist season, increasing the number and types of events, promoting arts-related businesses, and supporting the ongoing development of aquaculture.

Provincetown is an open-minded, diverse community that celebrates individuality and freedom of expression. Tourists enjoy Provincetown’s beaches, cultural activities, art galleries, restaurants, live music and artistic performances, and walking and bike trails.

There are 19 motels, 17 inns, two hotels, and numerous guest houses and bed and breakfast establishments in Town. In FY2019, the rooms occupancy tax brought in \$2.2 million in revenue and the meals tax brought in nearly \$654,000 in revenue. [Charts](#) detailing revenue gained via the rooms occupancy tax and meals tax from FY2008 through FY2019 can be found on the Town’s website.

A [Tourism Economy Report](#) for calendar year 2018, created by the Provincetown Office of Tourism, can be found online. The report notes that visitor spending, as of 2018, has a three-year average growth trend of 3.5%, lodging 2.5%, and meals 4.1%. The August-October period remained the largest meal and lodging visitor spending with \$38 million spent on meals and \$17.2 million spent on licensed lodging. The Blue Economy is considered a growing opportunity and has sparked increasing activity in the harbor. This must continue to be developed. Moorings had a 26% increase and the Commercial Pier revenue increased by 355% in calendar year 2018.

Trackable consumer spending – including meals, rooms, and retail sales – in Provincetown for the five years from 2012 through 2016 totaled slightly more than \$707 million. The Town’s [Five-Year Tourism Plan](#) is available on its website.

- **HOUSING**

The need for new and different types of housing has reached crisis levels in Provincetown. The community recognizes it has a desperate need to develop housing that is financially attainable for year-round residents and local employees. Year-round residents and workers, seasonal hires, tourists, and part-time residents all compete for housing stock in a market that has undergone drastic changes in terms of usage and price in recent years. The Town is striving to increase availability in year-round housing that is attainable for its local workers as well as to incentivize rentals that seasonal workers and year-round residents can afford. Provincetown realizes that a long-term solution for this critical issue requires hiring a Town Manager with creative thinking and out-of-the-box ideas.

A [project](#) now in the predevelopment stage will result in the razing of a former Veterans of Foreign Wars building to be replaced with year-round housing units. Another innovative and ongoing project is the 28-unit Harbor Hill housing complex. Provincetown purchased the complex at auction and is using Year-Round Market Rate Rental Housing Trust funds to renovate it into community-run market-rate housing units, which is the first project of its kind in Massachusetts.

There are 2,448 condominiums and 863 single-family homes in Provincetown as well as 197 two-family homes and 44 three-family homes. There are 4,883 residential parcels in Town. More than 62% of all residences are second homes with tax bills sent to addresses outside of Provincetown. Provincetown's location at the tip of Cape Cod makes it a highly desirable community for those interested in purchasing a vacation home or income property. The lack of developable land also pushes housing prices higher. Locating year-round housing in town could be one of the next Town Manager's first personal challenges and the Board of Selectmen will strive to assist with the successful candidate's relocation efforts. A detailed report on Provincetown's [Housing Needs and Challenges](#) and a 2014 [Housing Action Plan](#) can be reviewed on the Town's website.

- **ECONOMIC DEVELOPMENT**

A [Community Development Action Plan](#) for Provincetown, designed to help it create a more sustainable economy, was completed in July 2019. The 2018 [Harbor Management Plan](#), detailing the importance of the harbor and piers for the Town's future, can be reviewed online. In collaboration with AIA Center for Communities by Design and the New England Municipal Sustainability Network, the Town developed the [Provincetown 365](#) plan, which was completed in November 2014. The plan emphasizes residents' desire to develop a resilient community, with more market-rate and attainable housing and a stronger year-round economy. Incorporated in the Town's recent goals is continuing support for local aquaculture efforts, including improvements to the shellfish nursery program. The goal of building and supporting the Blue Economy in Provincetown includes a strategy of developing and improving resources to provide the region with quality aquaculture products. To accomplish this, necessary improvements involve rebuilding piers and floating docks, expanding ice capacity, additional cranes, and better offloading products sites on the Town pier.

- **LOCATION**

Provincetown has a compact urban character yet can feel somewhat isolated, particularly during the winter months, given its location at the northern tip of Cape Cod. While it is located at the end of the Cape Cod peninsula, residents say it can feel more like living on an island. Provincetown's year-round residents are a close-knit group of people who tend to be highly involved with Town. Residents are dedicated, resilient, have strong opinions, and a deep attachment to the community and region. Year-round residents don't just happen to reside in Provincetown; they are there because they made a conscious decision to make this coastal community their home.

- **COASTAL RESILIENCY**

The impacts of climate change and rising sea levels are of critical importance in Provincetown. The Town already has experienced major flooding problems and the potential for loss of wetlands, ecosystem changes, infrastructure failure, bluff erosion, island breaching, and water quality reduction are real concerns that must be immediately addressed through strategic planning. There is a recognized need to mitigate real and potential impacts, minimize uncertainties, and increase self-sufficiency. The Town Manager needs to be a leader in these efforts. A June 2016 report on [Increasing Coastal Resiliency and Reducing Infrastructure Vulnerability](#) can be accessed online.

- **HARBOR & PIERS**

The Provincetown [Harbor](#), MacMillan Pier, Provincetown Marina, and waterfront are vibrant areas that are of critical importance to residents, workers, and visitors. The Harbor is a natural deep-water harbor that is two miles wide and welcomes ships of all sizes. Ferries, sailboats, motorboats, fishing boats, and yachts all make use of the area. Ferries, recreational and commercial fishing vessels, and whale and seal watching boats often depart from the pier and marina. The Town's [Harbor Management Plan](#) can be viewed online.

- **CAPITAL NEEDS**

There are some current capital needs in Provincetown. The existing police station needs replacement and a site has been determined. The funding mechanism for a new station was narrowly rejected by voters at April's Town Meeting and the issue is expected to be revisited in the near future. Another important project for the Town is the ongoing sewer expansion. Approximately 50% of Provincetown has tied into municipal sewers, but the system is near capacity and creating additional capacity is a challenge. The current lack of capacity is preventing economic development and must be resolved. The Town's FY2020 five-year [Capital Improvement Plan](#) can be reviewed on its website.

- **OPEN SPACE AND RECREATION**

Provincetown has access to an abundance of open space and recreational opportunities. It is a compact, seaside community with expansive coastal sand dunes. Dunes cover approximately 8,500 acres from Provincetown to Chatham. Given the Town's coastal location, fishing, shell fishing, birdwatching, seal and whale watching, boating, surfing, and swimming are popular pastimes as are hiking and bike riding on local trails and in the [Cape Cod National Seashore](#). Provincetown is the cultural and commercial anchor for the Outer Cape, home to numerous shops, galleries, nightclubs, theaters, restaurants, and lodging options. Provincetown's [Open Space and Recreation Plan](#) was completed in 2012 and can be accessed via the Town's website.

- **EDUCATION**

[Provincetown Schools](#) is an International Baccalaureate World School providing both Primary Years and Middle Years Programs for about 100 students in grades PreK-8. Provincetown's high school students may attend [Nauset Regional High School](#), [Sturgis Charter Public School](#) (also an International Baccalaureate school), or [Cape Cod Regional Technical High School](#). Childcare costs for children from ages four weeks through PreK is funded by Provincetown, which helps to encourage young families to locate here.

- **MUNICIPAL AIRPORT & TRANSPORTATION**

Provincetown owns and leases the operation of a municipal airport which link the community to more than 60 North American cities, including Boston. [Provincetown Municipal Airport](#) is a 10-minute ride from Provincetown's center and offers daily 20-minute flights to and from Boston. It is 45 miles to and from Boston by air or sea, and 115 miles by road. The community is also connected to Boston by seasonal high-speed ferry service.

- **SPECIALIZATIONS**

Given its location, Provincetown offers its Town Manager the opportunity to oversee several relatively specialized departments that most communities cannot provide. The Tourism, Shellfish, and Harbor & Pier Departments will allow the next Manager to gain knowledge and experience that is fairly unique in the municipal management field. Additionally, as parking is at a premium in Provincetown, the Parking Department is considerably more active and vital to the community than in many other municipalities.

- **CITIZEN ENGAGEMENT**

Provincetown's citizens are highly engaged with their community. Residents with considerable knowledge and valuable experience in both the private and public sectors serve on boards and committees, making their expertise available to the Town Manager and the community. They are able to provide institutional knowledge and assistance that can help guide the Town Manager in making recommendations and decisions. Many of the Town's board and committee meetings can be viewed [online](#). Maintaining a strong and collaborative relationship among residents, businesspeople, employees, and volunteers is important to the success of the community. The next Town Manager must be politically savvy, a highly skilled communicator, and have a strong belief in transparency.

## Ideal Candidate Qualifications

**COMPETENCIES:** The Provincetown Select Board is seeking a dynamic and innovative Town Manager with adaptive leadership abilities, exceptional communication skills, and municipal management experience. The successful candidate:

- should demonstrate prior success in leading a complex municipal organization and be competent in all areas of municipal management and operations, but especially in communications, finance, economic and community development, personnel administration, and collective bargaining.
- must be an active and engaged listener, willing to hear the ideas, recommendations, and thoughts of officials, residents, visitors, business owners, and staff members and is expected to maintain an open-door policy and willingly engage in meaningful dialogue with officials, residents, visitors, business owners, and staff members.
- should have experience with a tourism-based economy and dealing with housing challenges; should have experience developing and working with public/private partnerships.
- must have exceptionally strong verbal and written communication and presentation skills; must be able to speak articulately, clearly, and concisely.
- must be a visionary problem-solver who comes up with bold ideas for the staff to implement and be an innovative, strategic, and dynamic leader who employs a teamwork approach.
- should be enthusiastic and strive to build morale and is expected to be inclusive, collaborative, ethical, and committed to transparency in government.
- must be politically savvy and skilled in developing relationships and team building and is expected to be knowledgeable about municipal management best practices.
- must be able to develop and sustain credible relations with year-round and part-time residents, staff, business owners, and board/committee members and must treat all staff, residents, and board and committee members fairly and equally.
- must be able to delegate effectively, mentor department heads, and provide support and motivation to ensure continued high performance and professional growth for Town employees.
- must be compassionate, dedicated, organized and patient, have a strong work ethic, and inspire trust and confidence; and must lead by example, have effective conflict resolution skills, and be motivated and respectful.
- must have the ability to effectively explain complex issues to individuals, committees, and citizens and be a creative problem-solver who is accessible, open to new ideas, and a consensus-builder.
- must be a strategic thinker, particularly in regard to housing, tourism, economic and community development, community engagement, and project management.
- should be a community unifier who manages projects in a participatory manner and must enjoy engaging with community members, including working alongside volunteers and helping to develop, and attending, Town events and activities.

### EDUCATION AND EXPERIENCE:

- The successful candidate will possess a bachelor's degree, and preferably a master's degree, in public administration, business management, or a related field.
- A minimum of three years of experience in a compensated managerial municipal position is required, and experience serving as a municipal department head, Assistant Town Manager, or Town Manager is preferred. If the educational qualification is waived by the Board of Selectmen, the professional qualification must include at least nine years compensated service in public administration with at least six at a managerial level, and experience serving as a department head, Assistant Town Manager, or Town Manager is preferred.



# Compensation Package

The Town of Provincetown will offer an employment agreement and compensation package that is competitive with comparable area communities, with an annual salary of \$185,000 to \$195,000, commensurate with qualifications. An attractive benefits package, including health and retirement plans, is part of the Town Manager's total compensation. Residency within Provincetown is required. The Town is prepared to negotiate a housing allowance as part of the compensation package.



## How To Apply

Interested applicants should submit a cover letter and résumé, in confidence, by October 19, 2019, 5:00 p.m., via email to:

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

**Subject: Provincetown Town Manager Search**

Please submit a single PDF containing both cover letter and résumé.

Following the closing date, résumés will be reviewed according to the outlined qualifications. The Provincetown Town Manager Search Committee will interview the most qualified candidates in confidence. Based upon these interviews, finalists will be chosen for further evaluation and reference checks and will then be forwarded to the Select Board. Finalists will be contacted for references and approval of background reviews before their selection is advanced to the Select Board. The Provincetown Select Board will select the Town Manager.

Questions regarding the position should be directed to:

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

The Town of Provincetown, Mass., is an Equal Opportunity Employer.





FOR IMMEDIATE RELEASE  
SEPTEMBER XX, 2017

CONTACT: Fran Jessoe  
781-762-1240 x132  
Bernard Lynch  
978-621-6733

### **NORWOOD SELECTMEN TO HOLD COMMUNITY FORUM TO GAIN CITIZEN INPUT ON TOWN'S NEXT GENERAL MANAGER**

NORWOOD, MA – The Norwood Board of Selectmen is pleased to announce it has scheduled a community forum on September 14 to give citizens the opportunity to share their thoughts on the qualifications and characteristics they believe the Town's next General Manager should possess.

The forum will be held on Thursday, September 14, at 7:00 p.m. at the Norwood Town Hall at 566 Washington Street.

“We are interested in hearing citizens’ recommendations regarding the expertise and qualifications they would like to see in their next General Manager,” said William Plasko, Chairman of the Norwood Board of Selectmen. “It is important that Norwood’s citizens are an integral part of the Town Manager selection process.”

The Town has hired the consulting firm Community Paradigm Associates, LLC, to assist in the search process. Representatives from the firm, including Principal Bernard Lynch, will attend the community forum along with representatives of the Board of Selectmen.

Current General Manager John Carroll announced that he would be retiring in December of this year. Mr. Carroll has served as Norwood’s General Manager since 1978. The Board of Selectmen plans to have a new General Manager selected within approximately 12 weeks.

For more information on the community forum, please contact Board of Selectmen Administrative Assistant Fran Jessoe at 781-762-1240 x132.

## **Town Administrator**

### *Town of Wayland*

Wayland, MA (14,000 pop.), is seeking an innovative and community-focused leader with excellent interpersonal and collaboration skills to serve as its next Town Administrator. This attractive community is located in the MetroWest region of Eastern Massachusetts, approximately 18 miles west of Boston. A principally residential community, Wayland has a AAA credit rating, strong finances, and an excellent public school system. Wayland is led by a five-member Board of Selectmen, has an open town meeting form of government, and a total FY19 operating budget of approximately \$79.9 million. The successful candidate will have a Bachelor's degree (Master's preferred) in public administration or related field and at least three to five years of progressive and relevant management experience, with demonstrated skills and abilities in municipal finance, economic development and community planning, project management, personnel administration, municipal procurement, use of technology, and intergovernmental relations. Candidates should have a proven record of municipal leadership and team building, and be able to build cooperative relationships with appointed/elected officials, residents, and town employees. Annual salary: \$175K+. The successful candidate will receive an attractive compensation package including health and retirement plans, commensurate with qualifications and experience. Wayland is an equal opportunity employer.

For additional information related to the position, the community, and the application process, visit [www.communityparadigm.com](http://www.communityparadigm.com) or contact Bernard Lynch, Principal, Community Paradigm Associates at [blynch@communityparadigm.com](mailto:blynch@communityparadigm.com).

Résumés and cover letters via email, in confidence, by June 15, 2018, to: [apply@communityparadigm.com](mailto:apply@communityparadigm.com). Subject: Wayland Town Administrator Search. Please submit a single PDF containing both cover letter and résumé.

## **Town of Stoughton**

### **Town Manager Finalist Interview Questions**

The following questions are suggested to assist the Stoughton Board of Selectmen in its Town Manager candidate interview process. These questions can be modified and/or deleted 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 about your specific interest in, and qualifications for, this position. How do your qualifications and experiences match up with the challenges and opportunities detailed in the position profile?

**2. Finance**

Please describe your role in financial planning in your past positions as well as your financial management strategies for ensuring organization sustainability.

With community needs often more than revenues will allow, please give us an example of how you have done, or would do, “more with less.”

Tell us about any innovative programs or practices you have implemented that reduce costs while still providing excellent services.

What experience do you have with OPEB (Other Post Employment Benefits)? What is your philosophy on how this issue should be addressed?

In your prior positions, what were your responsibilities regarding the preparation of the annual town budgets – operating, capital, override requests, etc.?

**3. Project Management**

Current construction projects in Stoughton include a new high school, library, and water treatment plant. Please tell us about any large municipal projects you have managed in your past roles.

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

**4. Economic Development**

Please describe your economic development experience with specific examples of how you’ve attracted business growth, and retention. Would these ideas work in Stoughton?

Stoughton expects to be designated as Bio-Ready: Silver Status by the end of 2018. How do you see this benefiting the Town? What might you do, as manager, to capitalize on such a designation?

Do you have any specific experience with downtown commercial districts, particularly related to increasing their economic vibrancy?

Have you had experience negotiating TIF agreements?

# SAMPLE

## **13. Citizen Relations and Transparency**

Please tell us how you would strive to develop relationships with Stoughton citizens and how you would promote transparency in local government.

Can you give us any examples of how you have done this in your current or past communities?

## **14. Relationship with Other Town/State Entities (Schools, Independent Boards, Etc.)**

Please describe how you would develop, manage, and increase relationships with other Stoughton stakeholders, particularly elected and appointed board members and school personnel.

How would you develop relationships with state representatives and officials?

And, how about with other communities in the region?

## **15. Relationship with the Board of Selectmen**

Can you describe the process you envision for working with the Stoughton Board of Selectmen to set goals and objectives?

How do you envision the overall relationship will work?

Imagine a scenario where the Board of Selectmen is taking a position or moving in a direction that you believe would not benefit the Town. How would you handle this?

## **16. Technology**

Please describe your knowledge and use of technology, such as software specifically for municipal purposes and communication tools including social media and resident alerts, to make local government more effective and efficient.

## **17. Career Accomplishment**

What has been your most satisfying career accomplishment and why?

## **18. Career Disappointment**

What has been the biggest disappointment in your career and what did you learn from it?

## **19. Candidate Questions**

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

# SAMPLE

Candidate Name \_\_\_\_\_ Date \_\_\_\_\_

## Interview Score Sheet

<i>Directions: Insert a score for each section. Space for notes is below each section.</i>	<b>Excellent</b>	<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Needs Improvement</b>	<b>Total</b>
<b>1. Introductions</b>	<b>10</b>	<b>8</b>	<b>6</b>	<b>4</b>	<b>2</b>	
<b>2. Management</b>	<b>10</b>	<b>8</b>	<b>6</b>	<b>4</b>	<b>2</b>	
<b>3. Financial Management Skills</b>	<b>10</b>	<b>8</b>	<b>6</b>	<b>4</b>	<b>2</b>	

# SAMPLE

<b>10. Citizen Relations/Communications</b>	<b>10</b>	<b>8</b>	<b>6</b>	<b>4</b>	<b>2</b>	
<b>11. Responsibilities/Authority</b>	<b>10</b>	<b>8</b>	<b>6</b>	<b>4</b>	<b>2</b>	
<b>12. Candidate Questions</b>	<b>10</b>	<b>8</b>	<b>6</b>	<b>4</b>	<b>2</b>	
<b>TOTAL</b>						



# SAMPLE

## Community Paradigm Associates, LLC

1 Saddleback

Plymouth, Massachusetts 02360

## Natick Town Administrator Assessment Questions

December 31, 2017

Below are three assessment questions that you are asked to address. Each question should be answered in 1-2 pages. Where possible cite specific examples from your own experience in responding to the questions. These responses should be emailed back to [blynch@communityparadigm.com](mailto:blynch@communityparadigm.com) by 5:00 PM on **January 14<sup>th</sup>**.

### Essay Questions

1. During the process of this search, Natick has identified the importance of leadership skills in its next Town Administrator. If you were to be appointed to the position of Natick Town Administrator, how would you promote a shared vision for Natick's future and then work to gain support for that vision from various stakeholder groups? What methods would you use in keeping employees, local officials, residents, and the business community of the Town informed, connected, and empowered as plans and projects related to the shared vision move forward? How would you increase the engagement of newer residents and promote efforts for collaboration between the community's longtime and newer residents? Cite specific examples of efforts that you have undertaken in previous positions to illustrate your approach to this issue.
2. The Natick Town Administrator must be a dynamic leader who has a proven track record of building a strong management team. This skill and experience is particularly important as Natick, like other communities, faces a changing workforce as experienced staff moves into retirement. Please describe the process and practices utilized by you to develop, support, and measure the effectiveness of the Management Team in other communities in which you served? Include in your comments elements of training and development, team meeting models, communication methods, and means of holding team members accountable.

# Community Paradigm Associates, LLC

1 Saddleback  
Plymouth, Massachusetts 02360

## Memorandum

To: Amherst Select Board  
From: Bernard Lynch  
Date: March 9, 2016  
Re: Search Status and Proposed Select Board Interview Process

The purpose of this memo is to provide the Select Board with a status report on the Town Manager search, and propose a plan for the Select Board Interview Process that will occur after the Screening Committee finishes its work, and will hopefully result in the selection of a Town Manager for Amherst that can successfully continue moving the Town forward. I present the plan at this time so that we can all set aside the necessary time in our schedules.

### Status

We had a very productive initial meeting with the appointed Screening Committee on March 2<sup>nd</sup>. The Committee is very impressive in its backgrounds, experiences, and commitment to the Town and task at hand. The members appointed a Chair and Clerk after which, we reviewed the process, set several meeting dates for interviews and deliberations, and discussed interview questions. The committee made a number of recommendations of questions that would delve further into some of the finer points of the Position Profile, and help the members in narrowing the preliminary field of candidates to the finalists.

As of today I have received 38 résumés of candidates that objectively meet the requirements of the position and I am expecting another 4-5 by the deadline. I am very pleased with the results of our efforts to bolster the applicant pool through outreach and recruiting. I will work to narrow the field to the 8 or 9 that will be interviewed by the Screening Committee. We also have another 24 candidates that have applied but do not in any way meet the requirements of the position.

The Screening Committee will be receiving the résumés of the candidates to be interviewed during the week of March 14<sup>th</sup> with interviews planned for the week of March 21<sup>st</sup> and the 28<sup>th</sup>. The Committee will narrow the field to the potential finalists and I will perform background reviews, with the final decision on finalists for the Select Board planned for the first week of April, and presentation of names on April 11<sup>th</sup>.

### Select Board Interview Process

After the Select Board receives the names of finalists on April 11<sup>th</sup> we will work to set up the interviews for the week of April 25<sup>th</sup>. It is our goal that the process be quite comprehensive to elicit the most information from the finalists as to their skills, experience, style and overall fit with the Amherst community. As part of the process the Select Board is the ultimate decision maker but we want to also include the public and staff within the process.

Accordingly, working with Peter Hechenbleikner and Deb Radway, I am suggesting the following format. We are setting aside each day during the week of April 25<sup>th</sup> with finalists coming to Amherst beginning on that Monday and each day thereafter as needed. The Interview Day(s) will consist of the following:

- 9:00 AM Meet with the Select Board for a relatively quick introductory session to say hello, learn a little bit about the candidate in a relatively informal setting
- 10:00AM Finalist receives a tour of the Town visiting key facilities and sites in the Town and meeting some key staff.
- 12:30PM Lunch (with?????)
- 2:00PM Break
- 3:00PM Community Meeting to introduce to the public and any staff and hear about issues and receive questions.
- 4:30PM Break
- 6:30PM Formal Interview with the Select Board for approximately two hours.

I plan to provide the Board with some suggested questions relating to skills, experiences and some Amherst specific issues that can drive the discussion.

It is anticipated that the Select Board will be able to reach a decision on appointing the Town Manager at their meeting on May 2<sup>nd</sup> at which time the Town and the selected candidate can commence negotiations for an employment agreement.

Please feel free to give me your thoughts on the process as outlined so that we adequately meet your expectations and ensure that the Board obtains the best outcome. And, please contact me with any questions you might have pertaining to the status of the search, or the proposed process.

# Town of Hamilton



## TOWN MANAGER FINALISTS

### Application Materials and References Report

July 24, 2018



COMMUNITY PARADIGM ASSOCIATES, LLC

# Joseph Domelowicz

Joseph Domelowicz is currently serving as Assistant Town Manager in Winthrop (population 18,000), which has an operating budget of \$59.47 million. He assists in the oversight of departments, budget development, capital improvement project priorities, managing large planning projects, and seeking and managing state and federal grants. He also is responsible for economic development planning as well as energy management and planning. Prior to that, he was an energy assurance analyst/project coordinator for URS Corp., which is an international engineering and consulting corporation. He has also worked for the Metropolitan Area Planning Council as a senior municipal services coordinator. Earlier in his career, he worked as a newspaper reporter/editor for about 12 years. Mr. Domelowicz holds a bachelor's degree in English from State University of New York at Buffalo and a master's degree in Public Affairs from UMass Boston.

## Reference Comments

*The following reference comments were provided by five individuals currently serving as appointed officials and/or department heads in Winthrop, Bourne, and Swampscott as well as a high-ranking member of Governor Baker's administration.*

Mr. Domelowicz is described as someone who excels at managing projects, problems, and people. References said he knows how to assess projects and tasks, and understands the resources, needs, and how to get a job done.

He is described as someone with solid contacts at the state and community level. References said he is considered a key person in Winthrop who served as a great asset to the interim town manager there. References said he is good at managing people, including department heads. He is said to have strong listening skills and knows how to talk to people. References described Mr. Domelowicz as thoughtful, well spoken, meticulous, a hard worker, dedicated, and an excellent writer. References said he is well liked by fellow staff members and is willing to roll up his sleeves and do whatever the job requires.

As chairman of the Article 6 Committee in Swampscott, which is a committee set up to explore regionalization, consolidation, outsourcing, and better service delivery for the same or lower costs, Mr. Domelowicz is said to be a top contributor to the team and someone who is savvy, creative, passionate, and committed. He is described as being highly approachable, innovative, decisive, and collaborative.

Mr. Domelowicz is experienced at grant writing, good at providing a different perspective, and understands conservation laws and the need to protect natural resources, a reference said. He is good at team building, is a consensus builder, and understands municipal government, according to his references.

As a Town Meeting member in Swampscott, Mr. Domelowicz is described as someone who can read other people and a room well, that he encourages others to share and discuss ideas, and that he is a person with whom others enjoy working.

One reference, who is well acquainted with Mr. Domelowicz's work in Winthrop, Chelsea and Swampscott, described him as someone who is extremely approachable and very inclusive. The reference said he has great communication skills, looks to find consensus on issues, and is willing and able to ask others' advice when he doesn't know the answer. He said he is a good team player and seeks to build consensus.

The member of Governor Baker's administration described Mr. Domelowicz as being skilled at relationship building, engaging, talented, and a good communicator. The state official said he appointed Mr. Domelowicz to a state board and relied on him to gather important data and information that served to help him make informed decisions. The reference said he could count on Mr. Domelowicz to always do the right thing regardless of any political or outside pressure. The state official said Mr. Domelowicz is committed to the profession of municipal management, is someone upon whom others can rely, and is an "awesome" person and professional.



# Price Proposal

A price proposal has been prepared for the described scope of services. The price includes the fee to Community Paradigm Associates for services provided within the scope outlined within this submission, a schedule of payments, and an estimate of advertising costs.

**TOWN OF HARWICH**  
**SERVICES TO ASSIST WITH TOWN ADMINISTRATOR RECRUITING**  
**AND HIRING**

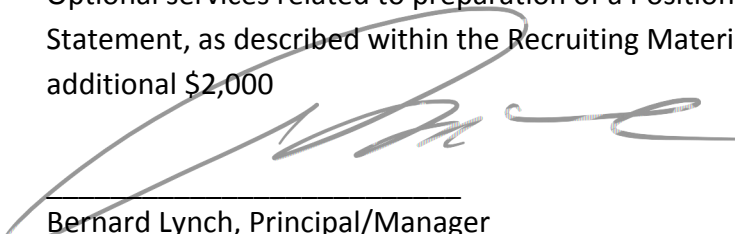
**PRICE PROPOSAL**

The fee for services described within Community Paradigm Associates, LLC proposal dated February 19, 2020 is **\$9,500.00** , with \$2,375 payable at the conclusion of each phase:

- Phase 1: Preparation and Recruitment (Steps 1-4)
- Phase 2: Review of Applicants (Steps 5-7)
- Phase 3: Initial Interviews (Steps 8-11)
- Phase 4: Board of Selectmen Selection (Steps 12-14)

The fee does not include expenses related to the search (advertisements, printing, miscellaneous, etc.), which will be paid directly by the Town or as reimbursement to the consultant with appropriate documentation. It is estimated that these costs will total approximately \$700.00.

Optional services related to preparation of a Position Profile in place of a Position Statement, as described within the Recruiting Materials section of this proposal is an additional \$2,000



\_\_\_\_\_  
Bernard Lynch, Principal/Manager

February 19, 2020

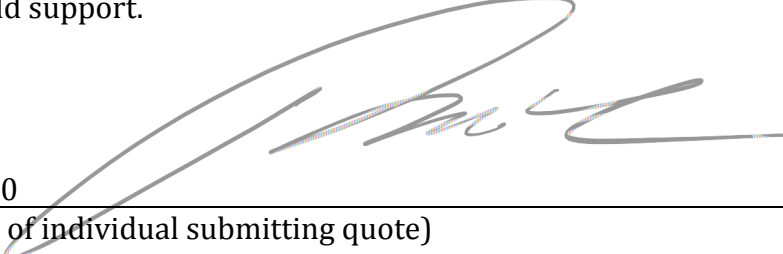
## Completion of the Town's contractual Certifications and Statements as provided and required within the RFP package

Attached:

- Tax Compliance Certification
- Certificate of Non-Collusion
- Certificate of Corporate Authority

# **TAX COMPLIANCE CERTIFICATION**

Pursuant to M.G.L. c.62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, the below named business is in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.



February 20, 2020

(Date) (Signature of individual submitting quote)

Bernard Lynch, Principal/Manager

(Printed name of person signing quote)

Community Paradigm Associates, LLC

(Name of Business)

1 Saddleback, Plymouth, MA 02360

(Business Address)

978-621-6733

(Business Phone Number)

# **NON-COLLUSION STATEMENT**

## **CONTRACTOR'S CERTIFICATION IN QUOTE TO BE ATTACHED TO CONTRACT**

Any person submitting a Quote for the procurement or disposal of supplies and services to any governmental body shall certify in writing, on the Quote, as follows:

“The undersigned certifies under penalties of perjury that this Quote has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word “person” shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity or group of individuals.”

February 19, 2020

\_\_\_\_\_  
(Date) (Signature of individual submitting quote)

Bernard Lynch, Principal/Manager

\_\_\_\_\_  
(Printed name of person signing quote)

Community Paradigm Associates, LLC

\_\_\_\_\_  
(Name of Business)

1 Saddleback, Plymouth, MA 02360

\_\_\_\_\_  
(Business Address)

978-621-6733

\_\_\_\_\_  
(Business Phone Number)

## **CERTIFICATE OF CORPORATE AUTHORITY**

The principal, officer or person to sign below pledges under penalties of perjury, that he or she has been designated by the owner(s) or the Board of Directors of the below named firm as an authorized representative.

**NOT APPLICABLE**

---

(Date) (Signature of individual submitting quote)

---

(Printed name of person signing quote)

---

(Name of Business)

---

(Business Address)

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(Business Phone Number)



February 18, 2020

Chairman Larry G. Ballantine Board  
of Selectmen's Office  
Harwich Town Hall  
732 Main Street  
Harwich, MA 02739

Dear Chairman Ballantine:

We are pleased to submit a proposal to assist the Harwich Board of Selectmen and its Screening Committee in the recruitment of a Town Administrator.

Enclosed is our "Approach to Recruitment" describing in detail how Groux-White Consulting conducts recruitments. We are also enclosing a partial list of towns where we have conducted similar recruitments.

The team that will be assigned to this recruitment will be Thomas J. Groux, of Chatham, MA and Richard J. White of Lexington, MA. Resumes of both Mr. Groux and Mr. White are enclosed. This team has extensive experience in municipal administration. GrouxWhite Consulting was established in 1999 and has conducted numerous, successful Town Manager/Administrator recruitments.

The enclosed "draft" timetable assumes an 18-week recruitment and selection process. This schedule would be adjusted after review with the Board of Selectmen.

An important part of our proposal is an assurance to repeat the recruitment, at no fee to the town, in the event that an individual, who has been recommended by Groux-White Consulting and appointed by the Board of Selectmen, fails for whatever reason, to remain in the position for eighteen (18) months.

Our recruitment process is unique in that we spend a considerable amount of time with our client and others identified defining the necessary skills, experience, temperament and style needed for the candidate to be successful. Both Tom and Rick have had success managing communities on Cape Cod and have great appreciation for the Cape Cod governance culture and the special skills and attributes a candidate needs to possess in order to be successful. Effective recruitment is as much an art as it a science.

Our rolodex is substantial. However, more importantly, effective recruitment is about relationships, trust and shared experience. We have had extensive and successful careers as Town Managers, have held leadership positions in the profession statewide as officers of the Massachusetts Municipal Association, the Massachusetts Municipal Management Association, the American Society for Public Administration and the International City/County Management Association and have developed, trained and mentored hundreds of municipal management professionals currently employed in the field.

As former public managers, we have experienced the recruitment process personally as candidates and believe that our commitment to the appointing authority and the candidates is unique and more comprehensive than other firms.

Thank you for inviting us to submit this proposal. We look forward to meeting with you to review this proposal and answer any questions.

Sincerely,



Thomas J. Groux  
Richard J. White

## **APPROACH TO RECRUITMENT**

### **TOWN ADMINISTRATOR**

**February 18 , 2020**

Explained below is a description of how Groux-White Consulting will approach the recruitment of the Town Administrator for the Town of Harwich, Massachusetts and a description of the services to be performed. Please note that this approach assumes the Harwich Board of Selectmen will use a Screening Committee to assist the Board and that we would work closely with the Screening Committee as well as with the Board itself.

#### **1. Consultation with the Harwich Board of Selectmen and Screening Committee (Plan for Search):**

It is most important to have a clear understanding from the Harwich Board of Selectmen on the experience and personal attributes the Board believes the next Town Administrator should possess. We like to meet with Selectmen at the very beginning to obtain their collective and individual views on this matter. The consultants, with their extensive experience as Town Administrators and 15 plus years recruiting Managers and Administrators across Massachusetts, will be able to provide valuable advice to the Board in this regard. It is important to develop the plan for the search working with the Screening Committee.

It is also important to have the views of Department Heads and key town officials. The next Town Administrator will be working daily with many of these individuals. Therefore, input from such sources is important. This input is usually obtained by the consultant meeting with Department Heads and staff. Most towns usually assist us to gather these views by having the Selectmen's Office staff coordinate such meetings.

#### **2. Screening Committee**

Groux-White Consulting has extensive experience working very successfully with citizen Screening Committees in such towns as Easton, Belmont, Shirley, Littleton, Charlton, Duxbury, Wellfleet, Yarmouth, Harwich, Lexington, Framingham, Westford, Hingham, Hamilton, and Foxborough to name a few.

Groux-White Consulting generally attends all meetings of the Screening Committee and has found that such committees are most important to a successful recruitment and selection of a chief administrative officer.

### **3. Job Description and Professional Qualifications**

The Town Bylaws Article 2, Paragraph 2.8 contains some of this information. However, many features and challenges of the job that simply are not spelled out in the Charter. The position, role and authority have historically been established by practice or direction of the Board of Selectmen. It is important that we are able to get some direction from the Board as to The Town Administrator's expected role and authority prior to recruitment. The consultant will be sure to identify these functions with assistance and direction from the Board because it is important for the next Town Administrator have a clear understanding of the expectations of the Selectmen.

### **4. Salary Range and Benefits**

The salary range and benefit package need to be addressed at the outset of the recruitment. The consultant will advise the Board on standard industry expectations in this regard. However, the Board of Selectmen must decide what parameters it wants to establish. The specifics on a compensation and benefit package should be confidential since they will be a part of negotiations with the final candidate. But it is important for the Board of Selectmen to advise the consultant as to what these parameters are so that the consultant is properly guided as they conduct the recruitment.

### **5. Recruiting Brochure and Outreach**

An important part of a full recruitment effort should include a formal profile of the Town and the position, normally set forth in a recruiting brochure, as well as an outreach effort by the consultant to prospective candidates. Copies of brochures this consultant has used in other communities are enclosed.

As the samples show, the profile describes the Town and the Town government's organizational structure. The profile will also describe the responsibilities of the new Town Administrator (based on the Charter); it will describe the management style, experience, etc. desired by the Board of Selectmen; and it will identify the current issues that the new Town Administrator will be expected to deal with during his or her initial year of service.

The profile serves several other purposes. We send the profile to prospective candidates to introduce and attract them to the position and acquaint them with the Town of Harwich. We also send it to any individuals who apply on their own. The profile helps community leaders clarify their understanding of the nature and scope of responsibilities of the position they are planning to fill. The profile is also placed on the Town's official website. We have found that the profile is a valuable recruiting tool.

## **6. Advertisements and Pro-Active Solicitation of Candidates**

Groux-White Consulting will prepare the necessary advertisements and recommend the most effective places to advertise. However, the most important role the consultant can perform is to conduct a targeted outreach effort to prospective, qualified candidates. It is unacceptable to simply advertise and wait for applications to be submitted.

Experience has shown that highly qualified and desired candidates do not always respond to advertisements. This is especially so in the public sector involving high profile positions such as Town Administrator. Concern about premature public disclosure of his or her name can often have adverse effects on a candidate's current position. Therefore, it is preferable for the consultant to initiate contact with quality candidates who might not otherwise apply due to confidentiality concerns. This approach, when made by the consultant, does not commit the Town of Harwich to any particular applicant, but it can result in a larger and more qualified pool of candidates.

The consultants, with their extensive experience as Town Managers in Massachusetts and other northeastern states, as well as his 15 years recruiting Town Managers will be able to draw on a wide network of contacts during the recruitment phase.

## **Review of Applications**

## **7. Confidentiality of Applicants and Resumes**

It is important to maintain confidentiality of each inquiry and application. Applications and resumes should be sent directly to Groux-White Consulting who will maintain confidentiality. Any resumes sent to the Harwich Board of Selectmen or the Screening Committee should be forwarded to the consultant. All resumes need to be acknowledged by the consultant.

All resumes will be made available by the consultant to both the Screening Committee and the Board of Selectmen as required by law.

## **8. Initial Review of Resumes**

The consultant will review all submitted applications and resumes to determine which ones meet the Town's criteria as required by the Charter and as further required by the Board of Selectmen for the Town of Harwich. This initial review is simply to screen "out" those applicants whose resume indicates they do not meet the Town's qualifications.

## **9. Second Review**

After screening out not-qualified applicants, the consultant will then prepare a confidential assessment of all remaining applications. This assessment will summarize

each applicant's relative experience, education, etc. and will be reviewed with the Screening Committee on a confidential basis. The consultant will also advise the Screening Committee which of these qualified applicants are more qualified than others.

The consultant and Screening Committee will then review these applications and resumes in executive sessions. During this stage the Committee, with assistance from the consultant, will make the choice of which applicants to invite for executive session interviews. The consultant recommends a pool of approximately eight (8) candidates be personally interviewed by the Screening Committee.

#### **10. Interviews by Screening Committee**

The consultant will assist the Screening Committee with all aspects of the interview process. This includes notifying candidates, scheduling interviews, preparing the committee for the interviews (suggesting questions, methods of interviewing, methods for evaluating candidates, etc.).

The consultant recommends that the Screening Committee interview candidates only once. A second interview by the Screening Committee should be avoided because a second interview generally must be conducted in open session. Good candidates are likely to withdraw from consideration if they are asked to come to a public interview without being sure he or she will likely be a finalist for the position.

#### **11. Referral of Finalist Candidates to**

Selectmen should advise the consultant and Screening Committee of the number of finalists the Board wishes to interview. The consultant recommends this number be approximately five.

The candidates referred to the Board of Selectmen should not be "ranked" by either the consultant or the Committee. Ranking of candidates, before they are interviewed in public for the first time, is counter-productive to a fair and open search process. Ranking prior to interviews by the Board of Selectmen puts candidates at a disadvantage and can bias the Selectmen prior to conducting their own interviews.

In lieu of any ranking the consultant recommends that a concise description of each finalist candidate be prepared and attached to the finalists' resumes at the time those candidates are recommended to the Selectmen.

#### **12. Checking References of Finalists**

It is important that reference checking, by the consultant, not proceed without written authorization by the candidates and then only if he or she is to be a final candidate for the position. This is both to provide for confidentiality of the applicant, but also to protect the Screening Committee, Selectmen and the Town from charges that an applicant's privacy has been compromised.

The consultant will conduct reference checks for the Board of Selectmen. All finalists are to provide a list of professional references to the consultant. Working from those lists Groux-White Consulting would expand reference checks further (to individuals not

specified by the candidate) in order to obtain a more complete and objective assessment of the candidate.

### **13. Assist the Board of Selectmen with Interviews**

The consultant will assist the Board of Selectmen with all phases of the interview process: preparation, scheduling, evaluations, etc. Generally, Board of Selectmen's conduct two interviews. The Board may wish to eliminate one or more finalists from the initial pool after the first interviews. It is common for a Board of Selectmen to narrow the finalist pool following the first set of interviews by the Board.

### **14. Acquainting Candidates with Community and Staff**

The consultant recommends that the Board of Selectmen arrange for visits (apart from the Board interviews) by finalist candidates to give them an opportunity to become acquainted with Harwich and with Town employees, particularly key Town officials. At the same time this allows Town staff and key Town officials a chance to obtain a better understanding of the individual candidates. Many Boards of Selectmen appreciate receiving feedback from employees about candidates.

### **15. Selecting Individual from Finalists.**

Once the Board of Selectmen is prepared to vote on the person they plan to offer the position to they should "condition" that vote on the successful negotiation of a contract as well as any further reference checking the Board feels is necessary. Be aware that there is the possibility that a finalist may withdraw, or information may result from any on-going reference checking that may cause the Board to reconsider its initial selection. In the event this happens the Board may find it necessary to re-consider one of the other finalists.

### **16. Negative and Anonymous Calls and Communications.**

The consultant cautions Screening Committees and Boards of Selectmen to be aware that once candidates' names become public Selectmen will likely begin receiving negative information from anonymous sources. Often this material comes from internet sites such as Google or from other unknown sources. This kind of information is often quite biased against the candidate. Our experience indicates that such negative and unflattering information is often unfounded and should not be taken at face value. The consultant often can get past this information to determine truth from fiction.

### **17. Negotiation of Contract**

Some Boards of Selectmen prefer to handle this process on their own or through the Office of the Town Counsel. Normally Boards of Selectmen appoint a sub-committee of the Board to negotiate a contract with their new Town Administrator that is then brought back to the full Board for approval. Groux-White Consulting can provide valuable assistance to the Board, or the committee, in negotiating an employment agreement with the selected finalist.



The fee proposal includes negotiation assistance to the Board of Selectmen and or its Town Counsel.

Groux-White can handle the negotiation process if requested by the Selectmen.

**18. Other Services Available**

Some Boards of Selectmen like to have the performance review process and evaluation tool be presented to the final candidate during the time employment contract is negotiated. Groux-White has developed performance review processes and evaluation tools in the past. We can develop a process and specially designed evaluation tool for the Board of Selectmen if desired. Our fee proposal does not include this service.

**19. Price Proposal - Fees and Expenses and Assurance**

(A price proposal will be submitted upon request and submitted in a separate envelope for a full description of our proposed fee and a description of other expenses the Board may anticipate.)

*Assurance: Groux-White Consulting commits to repeat, without fee, the entire recruitment process, should a candidate recommended by Groux-White Consulting and appointed by the Board of Selectmen, fail to remain as Town Administrator for eighteen (18) months. Only expenses would be invoiced if a second recruitment is conducted due to the above circumstances.*

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**RECRUITMENT REFERENCES (Partial List)**

**Charlton, MA.** The Town of Charlton has a population of approximately 13,000. It is located 15 miles outside of Worcester. It has both a rural and suburban residential tradition. Charlton is over 48 square miles, has several working farms and is an attractive residential destination in the greater Worcester area. Groux-White Consulting was engaged in finding a new Town Administrator in September of 2019.

Search Committee Chair: Frank Morrell 774-230-5464

Chairman, Selectmen: David Singer 508-963-5865

**Belmont, MA.** The Town of Belmont has a population over 26,000. It is located less than 11 miles from Boston. Primarily a residential community, Belmont has a diverse population and housing stock as well as a reputation for providing superior municipal services. Groux-White Consulting was engaged in finding a new Police Chief in August of 2019.

Search Committee Chair: Mark Paolillo

Human Resources Director: Jessica Porter 781-541-0518

**Littleton, MA.** The Town of Littleton has a population of approximately 11,000 residents. It is located some 35 plus or minus miles from Boston. Primarily a residential community, Groux-White was hired by Ryan Strategies, LLC with the permission of the Littleton Board of Selectmen to conduct the recruitment on their behalf.

Human Resources Director: Ann Essman 978-5402450

**Belmont, MA.** The Town of Belmont has a population over 26,000. It is located less than 11 miles from Boston. Primarily a residential community, Belmont has a diverse population and housing stock as well as a reputation for providing superior municipal services. Groux-White Consulting was engaged in finding a new Town Administrator in July of 2017.

Search Committee Chair: Kate Bowen 671-852-9839

Chairman, Selectmen: Jim Williams 917-406-0393

**Belmont Light, Belmont, MA** An independent electric municipal utility valued at 45 million dollars serving electricity to 11,500 customers. Groux-White Consulting was engaged in finding a new General Manager in January of 2018.

Chairman, Light Board: Adam Dash 617-308-5057

**Shirley, MA.** The Town of Shirley has a population of 7,300 residents. It is located 50 miles north of Boston, close to the New Hampshire border. Primary a residential

community. Groux-White Consulting was engaged in finding a new Town Administrator in February of 2018.

Chairman, Selectmen: Enrico Cappucci 978-270-3458

Chairman, Search Committee: Bryan Sawyer 978-855-8223

**Sandisfield, MA.** The Town of Sandisfield has a population of 915 residents. It is located in the Berkshires with a total land area of 53 square miles, one of the largest land area municipalities in Massachusetts. It is a rural and resort community. Groux-White Consulting was engaged in finding a new Town Administrator in August of 2018.

Chairman, Selectmen: Alice Boyd 508-237-5834

**Easton, MA.** The Town of Easton has a population of over 23,000. It is located 30 minutes from Boston, 45 minutes from Cape Cod and 45 minutes from Providence, Rhodes Island. Primarily a residential community, it has a reputation for providing its citizens excellent schools, public safety, recreation and quality of life. Groux-White Consulting was engaged in finding a new Town Administrator in April of 2017.

Search Committee Chair: Donna Abelli 508-259-9303

Chairman, Selectmen: Dan Murphy 617-293-4758

**Yarmouth, MA.** The Town of Yarmouth has a year-round population of 24,000 that increases substantially in the warmer weather months. It is located in Mid-Cape Cod between Nantucket Sound on its southern side and Cape Cod Bay to the north. Groux and Associates was engaged in September 2010 to assist the Town in finding a new Town Administrator following the retirement of its first and only Administrator who retired after 32 years in office. At the present time (January 2011) the Board of Selectmen is in the process of interviewing finalists for the position.

Search Committee Chairman: Peter Carnes 508 565 1717

Chairman, Selectmen: Erik Tolley 508 362 8883

**Foxborough, Massachusetts.** Foxborough is a community of 16,000 population located near I-95 and US Route 1 and is well known as the home of the New England Patriots. The recruitment was a particular challenge because the Town's initial efforts to recruit resulted in few well qualified candidates. Groux and Associates was engaged after the initial recruitment failed. The position was re-advertised, and this consultant was asked to conduct an extensive outreach program to attract additional as well as more qualified applicants. The recruitment was completed in mid-2010 and a new Town Manager took Office in the fall of 2010.

Search Committee Chairman: Anthony LaChapelle 508 272 2212 cell

**Hamilton, Massachusetts.** Groux and Associates completed recruitment services for the Hamilton Board of Selectmen and its Selection Committee in early 2010. Hamilton is a small community of 8,500 population on the North Shore. This is a new position. Hamilton petitioned for a Special Act to create this position in 2009. A total of 58 resumes were received and the committee interviewed 8 candidates and recommended three to the Board of Selectmen. The new Manager is took office in April.

Search Committee Chairman: Laurie Wilson 978 468 2621 cell  
Selectman Chairman: David Carey 978 468-9932 cell

**Westford, Massachusetts.** This Town Manager recruitment was completed in 2008. Westford had adopted a Home Rule Charter in 1989 establishing a Town Manager position. It is a suburban community 25 miles west of Boston located along Interstate 495 with a population of 21,300.

Robert Jefferies, Chairman of Board of Selectmen and member of Search Committee at same time. 978 692 4471

**Southbridge, Massachusetts.** This Town Manager recruitment was completed in 2008. Southbridge has a Council/Manager form of government. It has a population of 17,500 located just north of the Connecticut border along Interstate 84 and south of the Massachusetts Turnpike.

Reference: Pamela Regis, Councilor-at-Large and former member of Screening Committee. 508 728-4413

**Framingham, Massachusetts.** Framingham is the largest "town" in Massachusetts with a population of 67,000. A total of 51 applications were received for the position of Town Manager. Framingham has had two managers since adopting its present form of government in 1996. The new Manager took office June, 2006.

Chairman of the Board of Selectmen, Dennis Giombetti 508 532 5400

**Lexington, Massachusetts.** A residential/commercial, suburban community with a population of 30,000. A total of 60 applications were received for the position. There have been 3 managers since 1968. The new manager was appointed in April 2005.

Chairman of the Search Committee, Janet Perry 617 320 0239 cell  
Chairman of the Board of Selectmen, Norman Cohen 781 862 0500 X 208

**Harwich, Massachusetts.** Harwich is a residential community with a population of

12,000 located on Cape Cod. It is a vacation destination with a high seasonal population increase. The first Town Administrator moved on to another community after 17 years. This search was conducted during 2006 and a new Town Administrator was appointed in September 2006.

Chairman of the Board of Selectmen, Robin Wilkens 508 432 6821

**Provincetown, Massachusetts.** Provincetown, located on the tip of Cape Cod, is a tourist destination and experiences a dramatic increase in population during the summer. This search was undertaken in late 2006 and a new Town Manager was appointed in February 2007.

Chairman of the Board of Selectmen was Cheryl Andrews 508 487 9936  
Chairman of the Search Committee was Austin Knight 508 487 6992

**Winthrop, Massachusetts.** A north shore community, adjacent to East Boston, with a population of 17,000. The Town changed its form of government in 2006 from a Board of Selectmen Town Meeting form to a Council/Manager form. The Council President and Town Council appointed the town's first town manager in April 2006.

Chairman of the Search Committee, Jim Letterie 781 983 6879 cell  
Council President, Tom Reilly 617 846 1852

**Duxbury, Massachusetts.** A south shore residential community of 15,000 population. 62 applications were received for the position. It has had two managers since 1988. A new manager was appointed in November 2005.

Chairman of the Search Committee, Friend Weiler 781 585 3326  
Chairman of the Board of Selectmen, John Tuffy 781 934 0469

**Wellfleet, Massachusetts.** Groux and Associates conducted two searches for Wellfleet. The first one in 2000 and the second one in 2007. There were 45 applications in 2000 and the Administrator appointed remained for seven years. The most recent search produced 35 resumes and the new Administrator took office on January 7, 2008.

Chairman of the Board of Selectmen for the most recent search was  
Jacqui Beebe 508 349 9670  
Chairman for the Board during the 2000 search was Dale Donovan

**Groux-White Consulting, LLC**  
**1661 Massachusetts Avenue**  
**Suite 642 Lexington, MA 02420 781-572-6332 774-722-1372 Cell**  
**rickwhite58@verizon.net**

### **Groux-White Consulting, LLC, Consultants to Local Government**

Groux-White Consulting, LLC is a municipal management consulting firm focusing on the needs of local governments. Our primary areas of specialty are executive recruitments, Charter and Bylaw drafting, organizational studies and interim management services and financial and strategic planning. Thomas Groux established the firm in 1999.

### **Summary of Services Available**

#### **Searches and Recruitment**

Recruiting Town and City Managers and other key municipal officials is a timeconsuming task for Boards of Selectmen, Councils and other appointing authorities. Groux-White Consulting performs this task in an efficient manner saving elected officials and appointing authorities time as well as ensuring that the recruitment process is thorough and productive and that well qualified candidates are brought to the attention of the community leaders responsible for hiring these professional administrators. Our relationships with active qualified and exemplary local government candidates is unmatched in the industry. Insuring confidentiality to the exceptional candidate is critical to a successful recruitment. Many of the more exceptional candidates, content in their current positions, but ready for a new challenge, want assurances of confidentiality. Great candidates know we are very sensitive to their needs because of our past professional experiences in the field. Candidates know we have been through the recruitment process as candidates and as recruiters will aggressively represent their client while protecting the applicant.

#### **Interim Management Services**

During vacancies in key management positions, such as town managers and administrators and other key administrative positions, Groux-White Consulting provides interim management services

#### **Charters and Forms of Government**

Working with local government study committees, or Charter Commissions, GrouxWhite

Consulting advises on forms of government and organization including: drafting Home Rule Charters, Special Acts, and optional forms of organization appropriate to the desires and needs of the community.

**Consolidation, Organizational Studies and Organizational Effectiveness Assessments**

Groux-White Consulting conducts objective analysis of municipal departments and offices and makes recommendations to town officials for improved operations at reduced costs. These areas are: finance; public works; planning and development; code enforcement; law enforcement; health and human services; and general administration.

**Executive Coaching**

Organizations see unprecedented growth when talent and strategies are seamlessly aligned and measured. Groux-White will help build the skills of municipal leadership and align those skills with the governing boards goals and objectives.

**Supervisory Training**

Developing a team of supervisors focused on a common productivity purpose is critical to the success of a municipal organization. Developing a uniformed performance standard throughout an organization is critical to maintaining organizational morale. Groux-White conducts supervisory training that will provide a supervisor guidance as to how to set a performance standard, asses the strengths and weaknesses of an employee and develop an appropriate and realistic personal and professional development plan for performance improvement.

**Conflict Resolution**

Municipal organizations are dynamic. Stress, emotions and behavior can prevent an organization from operating at full capacity. Groux-White Consulting is especially adept at identifying the components and sources of conflict and bringing the appropriate parties together to ensure that it is resolved and that permanent mechanisms are put in place to avoid a recurrence of the conflict.

**Financial Planning**

Groux-White will assist communities by evaluating their financial policies and practices, assessing a community's health and by making specific short- and long-term recommendations as to how to improve their financial position to insure service delivery flexibility and improving a community's standing with the bonding rating agencies



**Resume of Thomas J. Groux**

Groux-White Consulting, LLC  
P.O. Box 374  
No. Chatham, MA 02650

508-945-3160  
774-722-1372  
[tgroux@comcast.net](mailto:tgroux@comcast.net)

**SUMMARY**

Municipal consultant and highly successful public administrator with experience in local and state government and in higher education. City and town management experience in Massachusetts, New York, New Jersey and Connecticut. Extensive experience working with Boards of Selectmen both as a consultant and as a local official.

**Groux and Associates, Consultants to Local Government**

Groux and Associates specializes in providing professional services to local Massachusetts governments in the areas of: executive recruitment; Charter and Bylaw preparation; organizational studies; and interim management services.

**Municipal Experience**

- Chatham, MA. Town Manager 1995 - 1999
- Duxbury, MA. Town Manager 1988 - 1995
- Winchester, MA. Town Manager 1975 - 1988
- Howell, NJ. Town Administrator 1971 - 1975
- Yonkers, NY. City Manager and Assistant City Manager 1968 - 1971
- Hastings on Hudson, NY Village Manager and Village Clerk 1966 - 1968
- Groton, CT. Assistant Town Manager and Finance Director 1964 - 1966
- Interim Manager: Towns of: Bourne, Natick, Wellfleet and West Boylston

**Other Experience**

- Dean of Finance and Administration, Middlesex Community College
- Adjunct Faculty, Leslie College, Cambridge, MA (Labor Relations)
- Mass. Joint Labor/Management Committee (JLMC)
- Mass. Municipal Depository Trust (MMDT)
- American Institute of Planners, Washington, DC (City/Regional Planners)
- U.S. Air Force. Captain - Squadron Commander

**Education**

- Fordham University, New York (Political Science)
- New York University, New York (Public Administration)

**Resume of Richard J. White**

Groux-White Consulting, LLC  
1661 Massachusetts Avenue, Suite 642  
Lexington, MA 02420

781-863-8357  
781-572-6332  
[rwhite58@verizon.net](mailto:rwhite58@verizon.net)

**Summary**

Professional municipal manager with experience leading and successfully managing a variety of full-service municipalities in Massachusetts, Connecticut and Maine. Extensive experience working with Boards of Selectmen and Not for Profit Boards of Directors as a consultant and local official.

**Municipal and Not for Profit Experience**

- Dennis, MA. Town Administrator 2009 – 2016
- Winthrop, MA. Town Manager 2006 – 2009
- Manchester by the Sea, MA. Interim Town Administrator 2005 – 2006
- Voice of the Faithful, Newton, MA Interim Executive Director 2004 – 2005
- Lexington, MA. Town Manager 1987 – 2004
- Bedford, MA. Town Administrator 1984 – 1987
- Winchester, MA. Assistant Town Manager, 1980 – 1984
- West Hartford, CT. Budget Analyst 1979 – 1980
- Arlington, MA. Grants and Budget Analyst 1978 – 1979
- Saco, ME. Special Assistant to Town Administrator 1975

**Education**

- The American University, Washington, DC MPA 1978
- St. Francis College, Biddeford, ME BA English and Political Science
- Interaction Associates, Cambridge, MA, Certified as Facilitator/Conflict Resolution 1990 and 1992

**Publications and Awards**

- “The High-Performance Organization that Lexington Built” PM Public Management. Published in The Municipal Advocate
- ICMA Career Development Award 1998
- MMA Kenneth Pickard Innovation Award 1999
- Distinguished Budget Award, Government Finance Officers Association, from 1996 thru 2004 while Town Manager, Lexington, MA

# **Why Your Community May Benefit by Using a Professional Executive Recruiter**

By: Richard J. White

Many local governments hire an executive search firm when recruiting critical positions within their professional organization. There are no rules or guidelines in determining when or how to engage an executive search firm. However, we have developed some assessment guidelines based on our own professional recruitment experience for appointing authorities to consider. First though, it is important to define what makes a successful recruitment.

## **Components of a Successful Recruitment**

1) **Understanding your community's characteristics:** identify the factors that will determine what type of candidate will be successful in the position. "Fit" is as important as the candidate's professional track record, education and experience. Every community is different. You increase the likelihood of a successful recruitment by ensuring that the candidates understand the dynamics of your community and by evaluating prospective candidates with "fit" in mind!

(2) **Outreach and networking:** once you understand what you are looking for, go out and get it! Contacting quality candidates requires more than advertising in a professional journal and local and regional newspapers. Networking is critical. Understanding who is out there and how they may fit should never be done by accident. Generally, good candidates are prospering and satisfied in their current positions. Connecting the candidate to the challenge, professional growth opportunity and fit requires hard work, time as well as trust. Every superior candidate will want to feel that any interest they have in the position will be kept confidential.

(3) **Sort and screen:** Determining a candidate's fit for the position requires the appointing authority to clearly define who they are as an employer; what they are looking for in a candidate; and what success for the position will look like. A qualification grid that includes these and other factors can be developed based on the position profile which in turn can be utilized for preliminary screening. Success is enhanced with a more extensive evaluation of the qualified candidates. Consequently, developing some preliminary screening techniques (questionnaire, resume validation, phone screening) beyond review of the cover letter and resume is important.

(4) **Interviews and Assessment:** Process, process, process! Effective executive recruitment requires transparency. Many appointing authorities provide opportunities for their constituencies to be included in the recruitment process even if only as observers. Transitioning into a new position can be challenging. Sometimes developing process that allows others to become invested in your final selection will help your new executive get off to a running start in their new job. Clearly identifying the criteria to be used in assessing the qualifications of the candidate during the interview process will insure that the recruitment is perceived by those interested as being credible and having integrity. The position profile can be of assistance to the appointing authority in identifying assessment criteria.

(5) **Background Investigation:** Obtaining a variety of references and candidate assessments is a start, but evaluating the candidate's success and the challenges faced requires more effort. A good candidate will always have detractors. Context and obtaining a deep understanding of their experience and achievements is critical.

(6) **Negotiation:** “Once you have found him or her never let them go!” Negotiating the terms and conditions of a contract can be the trickiest component in recruitment. The sooner and the more complete the appointing authority define the parameters of a competitive compensation package makes getting to yes with your preferred candidate easier. Including these parameters in a position profile enhances the process. Ambiguity can be the enemy.

(7) **Accountability:** The Board of Selectmen should consider preparing a formal performance review procedure and be sure to share it with the successful candidate at the very beginning of employment. Good candidates will want an understanding of job expectations prior to hiring. Performance reviews for executives in Massachusetts given the open meeting law can be awkward and unfulfilling for the candidate and the appointing authority. It is always a good thing when the appointing authority and the new hire agree upon the criteria and expectations to be included in any performance evaluation. It is easier to do this at the time of hire. Using the position profile as a guide will help start the new relationship on the right foot.

Given all of this, what guidelines should I consider using to determine the need to hire a professional recruiter.

## Factors to Consider in Determining if You Have the In-House Capability of Conducting a Successful Recruitment

The quality and quantity of candidates available to compete for some professional positions varies depending upon the position and the market area. There are no general statement guidelines that make the decision to contract with a recruiting firm easier. However, it is critical that the appointing authority make a preliminary assessment of its recruitment situation while it determines it's needs.

Big picture, executive recruitment is like farming. Most of the work that insures success is not seen. Preparing or tilling the soil, selecting the right seed, understanding the field's history, avoiding past planting mistakes and insuring against insect infestation and disease all happens before the seed is planted and the crop grows. Same is true managing the process of finding the right executive. Here are factors for you to consider.

### **Preferred Recruiting Area**

The appointing authority should define its preferred recruiting area. It is important that all recruitment preferences be clearly defined by the appointing authority up front before advertising.

### **Required Experience**

Many appointing authorities have preferences for experience, type of experience, and education. The more you limit your recruiting area preferences, the experience required, the more particular the experience desired and the higher level of education needed for the candidate to successfully compete for the job, the fewer applicants will apply. The fewer applicants anticipated, the more an executive recruiting firm can help you. Quality and fit are more important than volume in executive recruiting.

## **Community Assessment**

Understanding and assessing your history as a community (i.e.: financial and political stability as well as employee/management relationships, the past effectiveness of the organization or department) is also a critical undertaking for the appointing authority in not only attracting the right candidate, but in determining the need to hire an executive recruiter. The more challenging the political and/or financial stability of the community, the more restricted your recruitment pool will be. A community should never hide from a recent political or personnel controversy when recruiting. The better you describe the challenge your candidates will be facing if appointed the more likely you will be recruiting the right candidate for the job!

## **Time Constraints**

Every appointing authority should make an assessment as to how much quality time they can devote to all the details of a higher-level executive recruitment and strategically determine how they would like to use that time in the recruitment process. Most if not all higher management municipal position recruitments require considerable thought, planning and assessment as already described. Additionally, coaching, preparing and assessing the skill set of each potential candidate for leadership level positions takes considerable thought, care, deliberation and time.

## **Community Participation**

Successful high-level executive recruitments can be enhanced when the appointing authority designs a process that solicits feedback on the candidates from various interests in the organization and or the community. Developing interview processes that are inclusive and that channel feedback to the appointing authority as to the strength and weakness of the candidates can be tricky undertaking, but in many communities, it is a must. Developing, scheduling and managing process and preparing the candidates requires special skills and is time consuming. Compromising any of the planning and process work increases the likelihood of a failed recruitment.

## **Position Profile**

Finally, every candidate will want some sense of what the challenges and performance expectations of the position will be. They, like the appointing authority, are assessing fit, likelihood for success and the effectiveness of the appointing authority and the governing board. Developing a position profile describing the community and its governance stability, the operating culture of the organization, experience and education required, challenges within the community needing to be addressed and performance expectations for the position is critical in attracting candidates. It takes considerable time and care developing a position profile especially if the task requires the approval of more than one person.

Taking the time to assess your ability to meet the challenges identified above should provide you with guidance as to whether to hire a professional recruiter. Compromising any of the tasks will result in less than an optimum result. Best of luck!

*Richard J White, partner in Groux-White Consulting, LLC. Prior to joining Groux-White Consulting, LLC. Rick worked in Massachusetts (Bedford, Lexington, Winthrop & Dennis) as a professional town manager.*

## Community Synthesis

# **GROUX-WHITE**

CONSULTING, LLC.

### Sample

#### **Feedback Synthesis from Charlton's Board of Selectmen.**

There is significant agreement among Board members regarding a broad spectrum of characteristics, skills or competencies that the next Town Administrator should possess in order to be successful. All are weary of past political drama and are committed to changing the operational and political dynamic among the various groups, interests, departments and independent boards in Town. There is a recognition that the Board must firmly and visibly exert itself in making transparency, openness, collaboration, civility, collegiality, shared vision and accountability guiding values for the municipal organization. All Board members realize that these values need to be embraced and become priorities for the next Town Administrator for this to be achieved.

The Board recognizes that it must first work effectively within itself in order to accomplish this broad goal and cultural change. There is general recognition that the past twelve to eighteen months have stressed, to varying degrees, individual relationships within the Board. All expressed genuine respect and admiration for their peers, but also a feeling that some of the more volatile issues faced by the Board have frayed some relationships. There is recognition that steps need to be taken to rebuild trust between Board members and that an ideal outcome would be that, despite individual differences, Board members see themselves as members of a team first and representatives of an interest or segment of the community second. All recognized that the Board needs to work more cohesively in order for the next Town Administrator to be successful.

The Board would like to reassume its traditional Chief Executive role. It desires a Town Administrator who seeks direction, consults with the Board regularly prior, during and after implementation and sees her/himself as a servant to the organization and a "true" agent of the Board of Selectmen. Communication is the key to success for the next Town Administrator. The Board expects to be informed and would like to avoid surprises, although understands that sometimes surprises happen. Building strong, collaborative and trusting relationships among Charlton's many independent boards and committees will require a strong leader. A leader capable of representing the Board's interests by doing it in a way that is inclusive, transparent, systematic, structured, non-threatening, civil and productive. The Board desires a Town Administrator who is enthusiastic, encouraging, optimistic, accessible, affable, a relationship and team builder as well as relatable person. Although the Board expects and wants its next Town Administrator to be strong, have opinions and make recommendations, they also want him or her to be seen and act as an unbiased broker satisfied that s/he is able to make a recommendation while providing alternatives and trusted to implement the will of the Board.

The Board wants to work effectively as a group. They see an effective and able Town Administrator as a critical partner in making this happen. The Board wants a leader who first seeks to understand and who is not afraid to help the Board resolve differences, miscommunications or misunderstandings. The Town Administrator cannot do this without being an unbiased broker and an advocate for the Board and each individual member of it. S/he must insist that all members of the Board be served equally, and that information provided to one Board member is provided to all.

It goes without saying that the next Town Administrator should be an adept and able generalist well versed in team building, IT, public safety, public works, human resources, project management, financial management, capital planning, budgeting and social service delivery systems. The Board is rightly proud of many of the operational investments it has championed during the last five years. The Human Resource, Finance and IT departments have all seen increased investment. The next Town Administrator will need to devote some time ensuring that these departments establish themselves as critical and regular contributors to the municipal organization's mission. Doing so will require an artful and delicate touch, best described as hands off (no micromanagement) but hands on (organization sees these departments as supported and in synch with the Town Administrator and Board of Selectmen's values, objectives and goals). Many Board members would like the next Town Administrator to improve on the Town's fiscal condition. Although some progress has been made in that regard, some members believe that long term progress must be made in increasing the Town's cash reserves, building a recurring revenue stream to fund capital projects and equipment replacement and creating a consistent and generous appropriation to fund the Town's OPEB liability.

Some Board members would like the Town Administrator to build a stronger bridge between the municipal and school organizations. Some feel that there is an unnecessary distance between the District and the Town and that the Board and Town Administrator should seek opportunities for regular, systematic and productive communication and collaboration. There is a worry that the Board will be caught off guard by the fiscal investment that an ever-growing school age population and aging school infrastructure will require in the not too distant future.

Universally, there is a solid sense of optimism shared by Board members. Improvements have been made to the Town's financial position and generally the Board believes the staff is professional, able and ready to be led by an effective professional. The Board believes that the community is ready to set aside past grievances and work productively together. The Board is ready and eager to address this leadership challenge and do whatever is necessary to make the system work.



# **GROUX-WHITE**

**CONSULTING, LLC.**

## **Synthesis of Feedback Received from Belmont's Senior Managers**

There is universal and genuine respect for the financial management skills of the former Town Administrator. As such, the senior department leaders believe that the next TA should possess similar skills. The staff enjoyed these strong financial leadership skills as well as the former TA's ability to quickly and comprehensively understand and communicate the nuance of a department's mission and how its budget either supported or fell short of expectations. Obviously, the staff would like the next TA to possess similar skills.

Additionally, the staff would like their next leader to possess these same abilities of comprehension and day to day financial leadership as the former TA while also being able to more visibly partner with the initiating department head in presenting and marketing various initiatives to the Board of Selectmen, independent boards and committees, Town Meeting and the community. There is consensus that over the past five years, the organization has acquired the discipline and structure necessary so that various, financial, budgeting, project management, human resources and many other internal systems and public participation processes work well and are successful. There is also a feeling that long term planning, the ability of the organization to multi task., developing a formal communication system to overcome some of the inertia inherent in Belmont's unique governance structure and formal leadership-initiated collaboration and systems of cooperation amongst and between departments as well as between independent boards and committees have been sacrificed somewhat. There is understanding that these actions were necessary to develop and make these various financial and other processes disciplined and successful. However, with new leadership comes new opportunities. As such, the leadership team with some exceptions would like the next TA to have the same command of the details but be capable of mentoring the staff so that a system of delegation and of performance accountability allows for the organization to address multiple community and governance challenges at once, steering leadership focus away from the short term (while not ignoring it) towards a more proactive long-term effort.

There is a feeling amongst many that Belmont's most pressing challenges are in the long term. Pressing, critical and significant operational, financial, infrastructure and governance challenges are on Belmont's horizon which requires a leader with vision who is approachable, relatable and a team builder inside and outside of the professional organization. The following is a sample of challenges for the next TA:

**Organizational**

1. The next TA will need to define the role of the various individuals within the administration function, being clear in delegation and building internal processing system so that workflows, is operational and serves the internal customer well.
2. Developing regular systems of communication throughout the organization is critical to the future success of the Belmont professional staff. The next TA should be committed to collaboration, shared decision making and regular communication through consistent and regular scheduling of department head meetings and establishment of cross departmental and functional work teams that include all operational interests.
3. Establishing regular and consistent evaluation by staff and reporting to the Board of Selectmen of the success and challenges of existing or non-existing policies, procedures, programs
4. Developing a professional, fair, competitive "pay for performance" system that rewards superior performance and that recognizes the contributions of long-term performing employees so that the Town retains valuable human assets.
5. Transition planning...a minimum of five long standing seasoned administrative leaders will be leaving the Belmont professional organization within the next five years. The next TA should be able to lead and guide the staff in evaluating restructuring and reorganization opportunities as well as develop formal successor transition plans.
6. Belmont has a unique and decentralized governance structure that in and of itself requires special leadership attention. This challenge is complicated greatly by the various issues needing to be addressed short and long term. Although the layout of the Town's administrative functions is compact, there remains four separate buildings within easy walking distance that at times can be barriers to collaboration, effective and efficient effort and cost effectiveness. This is a challenge that needs the constant attention of the next TA.

**Financial**

Belmont's reliance on free cash, a non-recurring source of revenue, funding its operational budget limits its flexibility in meeting some extraordinary future challenges. Belmont's future TA should have experience developing successful plans for weening a municipality off using nonrecurring revenue for recurring operating expenditures.

1. Belmont's internal budget process is managed by the Town Administrator's Office. It is a time-consuming task that often prevents the staff from expending its attention on other pressing matters. The next TA should have experience building a "budget team" in which s/he manages the development of the budget, but its day to day construction and development includes members of the Town's financial team as well as its leadership team, the Board of Selectmen, Boards and Committees and the community during priority setting.
2. Financial forecasting is a strength of the staff. The forecasts have been helpful to the school and municipal leaders in making short term resource allocation. The next TA should be experienced in expanding the use and purpose of these tools to engage the community in a continuing dialogue regarding Belmont's future.
3. OBEP and pension funding hover over the professional staff and elected leadership as conversational doorstops. The Town has adopted a plan to fully fund its pension obligations by the year 2029. The next TA should be capable of engaging the financial

team as well as the elected officials in a dialogue to build consensus as to whether to sustain the current pension schedule or alter it. Closure on this important issue so that the community can deal with more threatening financial challenges. Experience in developing pension impact and cost benefit analysis for newly created personnel and new hires may provide the elected officials with some assurance that the liability is being managed effectively. The funding requirements of OBEP is a newly imposed accounting exercise imposed upon municipalities in the United States. The projected liabilities are earth shattering and are coma inducing for municipal financial planners. Both the immediate and incremental average annual contributions are beyond the financial capabilities of 99.9% of the municipal organizations in the country. The actuarial assumptions made in establishing the average annual contributions are aggressive and extremely conservative because the health care system in the USA is volatile, unsettled and unpredictable. The next TA must be capable of leading the staff, the Board of Selectmen and the community in policy discussions that provide Belmont with a consensus plan that addresses of the liability concerns of OBEP while balancing the financial capabilities of the Town.

4. Debt management and planning experience is critical for Belmont's next TA. Most prior debt management has been ad hoc. Deferred maintenance and weak capital planning have bottle necked capital investment. Examining the Town's financial policies, dealing with the Town's use of Free Cash and being able to scenario plan Belmont's future debt service while providing the community with options to leverage other resources to lessen the cost impact of the borrowings are critical skills for the next TA.
5. Currently, the Town has identified a minimum of four major capital construction or reconstruction projects in need of funding. The longer financial planning, prioritization and scheduling of projects are delayed the more atrophied capital decision making becomes. A new high school, police station, library and public works facility are major costly projects. All have constituencies interested in its funding. These projects have been in the pipeline for some time. The next TA must be able to engage the policy makers and elected officials in an inclusive process in which there is full understanding of the Town's financial capabilities and its ability to manage and fund simultaneous projects. The next TA should be able to assist the Board of Selectmen and the community in coming to terms with each project's priority and the Town's ability to fund. **Community**

1. Belmont's citizenry is changing and will continue to evolve. The service needs of its citizens, the priority in which they should be delivered and how their expectations should be addressed and met will change. Engaging the population differently than those typically utilized by the traditional New England community should be a consideration for Belmont. A few well managed communities in the greater Boston area have developed comprehensive Strategic Planning Processes led by the Board of Selectmen but populated by citizens not directly connected to the operations of Belmont's local government. Adapting and consistently assessing the affordability of the Town's product, aligned with needs and expectations and ever-changing Belmont will be critical to the organization's future success. The next TA should have experience, creating, staffing and leading a community wide strategic planning process.

**Saturday, July 29, 2017**

# **GROUX-WHITE**

**CONSULTING, LLC.**

## **Feedback Synthesis from Charlton's Community Leaders.**

Unlike the interviews with the staff, the feedback received from community leaders had few central themes and is more difficult to generalize. I was unable to reach two of the citizens on the list. The Town's email situation was responsible for one of the misconnects.

All those interviewed voiced concern regarding the current politics of the Town although one leader interviewed felt that Charlton has always had a certain amount of volatility in its civic culture. All believe the key to success in the future in dealing with Charlton's many challenges will be for the Board of Selectmen and its new Town Administrator to reach out to the Town's disparate interests and create decision making processes that are more inclusive and representative than those that currently exist. However, one person interviewed believed that the next Town Administrator needed to be strong and authoritative given Charlton's decentralized form of government and the inherent difficulties that face a leader working in a system where authority is defused. On balance, those interviewed believe that the next Town Administrator must create a more collaborative culture inside the professional organization and between the various independent committees.

All interviewed identify the marijuana issue as an example of how a lack of collaboration can create disfunction. Many interviewed believe that the conflict between the citizens, boards and staff regarding the siting issue involved more than just a disagreement about location. Some felt that the conflict will resurface unless steps are taken to resolve some long-term issues underlying that conflict. Almost all interviewed believed that there was overwhelming support for a marijuana grow facility to be located in Town, but that systems of communication either broke down or did not exist to properly manage the proposal effectively. Some interviewed fear that avoiding similar conflict in the future will require that some of the independent boards and committees that hire their own staff better understand the day to day oversight role that the Town Administrator plays in the organization and the responsibilities held by the Board of Selectmen. Others look to the Board of Selectmen and the Town Administrator to bring all interests together. Some suggested that systems of communication be created so that there is a common understanding as to organizational performance expectations and a better commitment by all to work together in a collaborative way. Many worry that the LNG siting challenge currently facing the Town will meet the same fate as marijuana unless steps are taken to create the necessary systems for communication and collaboration.

All interviewed expressed a need for transparency in decision making, creating a culture where staff, boards and committees seek first to understand before making a decision and make extra efforts to be inclusive in decision making. One leader felt this is especially important trait for the

next Town Administrator in working with staff. This leader felt strongly that the next Town Administrator must be seen as approachable, accessible, even tempered and trustworthy by the citizens and the staff. The need for the next Town Administrator to build and sustain trust in the community and the organization was a consistent theme coming from this leader. There was a hope that the next Town Administrator will see her/himself as a servant of the organization, that s/he will effectively advocate for and support the staff privately and publicly and that s/he will willingly share decision making. This leader believed the staff needed an effective coach, mentor and advocate in order for them to grow and maximize their potential. One leader interviewed advocated for hiring more residents to fill some of the positions in Town Hall. This leader felt that citizens would be better served if the employees in Town Hall had a better feel and understanding of the Town, its citizens and its culture.

All interviewed recognized that the next Town Administrator needed to be fiscally adept and responsible. However, most but not all mentioned that the Town was changing as were the demands placed on its municipal operations. The need to increase the tax base while maintaining affordability was expressed as an expectation by all. Many returned to the marijuana siting issue regretfully without placing blame, lamenting the lost opportunity its failure created, the need for the revenue it would have produced and the disfunction that resulted from its mismanagement. Additionally, most but not all interviewed believe that more attention needs to be paid to route 20, its infrastructure, its economic development potential and its promise in increasing the tax base without affecting residential neighborhoods and the potential it has in resolving the LNG siting issue.

Finally, some but all members mentioned that the next Town Administrator must develop closer ties to the Schools. They believe that a growing enrollment and an infrastructure in dire need of investment will challenge Town leaders in the near future. Great pride was expressed that the Town has historically invested in education, but that the growing enrollment challenge has caused the School District hold back some necessary investment in their buildings and in some of their educational programs.

September 8, 2019

**CERTIFICATION OF COMPLIANCE**

M.G.L. Chapter 62C, Section 49A

Pursuant to Section 49A of Chapter 62C of the General Laws of Massachusetts, I hereby certify that I have complied with all Laws of the Commonwealth of Massachusetts relating to taxes.

This statement is made under the pains and penalties of perjury this day of January 2, 2020.

Printed Name of Individual or Corporation:

Groux-White Consulting, LLC

Name and Title of Corporate Officer (if applicable):

Thomas J Groux, Principal

Signature of Individual or Corporate Officer:

A handwritten signature in black ink, appearing to read "Rue" followed by a stylized flourish.

Social Security or Federal Identification Number:

81-4087947

**CERTIFICATION OF NON-COLLUSION**

The undersigned certifies under the penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other persons. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

Signed:



Name (Print): Richard J. White

Name of Business: Groux-White Consulting, LLC

Address: 1 Pelham Road, Lexington, MA 02421

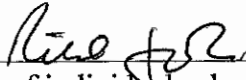
Telephone: (774) 772-1372



Tax Compliance Certification

Pursuant to M.G.L. c 62, section 49A, I certify under penalties of perjury that, to the best of my knowledge and Belief, I am in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child Support.

Signed under the pains and penalties of perjury:

  
\_\_\_\_\_  
Signature of individual submitting bid or proposal

Richard J. White  
Printed Name of the individual submitting bid or proposal

Groux-White Consulting, LLC  
Name of Business

# Town of Harwich

Town Administrator Recruitment Schedule

{Draft}



Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
<b>Preparation</b>																		
Input: Board of Selectmen		X	X															
Input: Search Committee		X	X															
Input: Staff		X	X															
Job Description and profile			X	X	X													
Advertisement			X	X	X	X	X											
Outreach/solicit	X	X	X	X	X	X	X	X										
<b>Recruitment &amp; Screening</b>																		
Receipt & Ack of Resumes			X	X	X	X	X	X										
Screening out of Resumes							X	X	X	X	X	X						
2nd Screening of Resumes							X	X	X	X	X	X						
<b>Evaluating Field</b>																		
Discussion of Applicants												X	X					
Select Cond'tl Finalists													X					
Consent & Reference Cks													X	X				
Finalists Referred to BoS														X				
<b>Select Board</b>																		
1st Interview w/ BoS														X	X			
2nd Interview w/ BoS																X	X	
Vote TA & Nego't Contract																	X	X

13-Jan-20

TOWN OF HARWICH  
COMMONWEALTH OF MASSACHUSETTS

BID PRICING SHEET

Harwich Consulting Services

This Request for Quotes is issued pursuant to a multi-step procurement procedure in compliance with Chapter 30B of the Massachusetts General Laws. The anticipated contract price will not exceed \$15,000.

This bid form must be completed in legible ink or typed. Please Attach Additional Sheets if necessary.

Bid Price is all inclusive except for cost of advertisement. Payment will be billed quarterly after each phase of the recruitment as per the Time table

TOTAL BID PRICE	\$8750.00
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Richard J. White  
Signature  
Richard J White  
Printed Name submitting bid or proposal

Consulting Service for Town Administrator  
781-572-6332  
Business Phone Number

**AGREEMENT FOR PROFESSIONAL  
ENGINEERING SERVICES  
BETWEEN  
THE TOWN OF HARWICH, MASSACHUSETTS  
AND  
GEI CONSULTANTS, INC.  
FOR ROUND COVE BOAT RAMP RECONSTRUCTION PROJECT**

THIS AGREEMENT made this 26<sup>th</sup> day of February, 2020 between GEI Consultants, Inc., with a usual place of business at 124 Grove Street, Suite 300, Franklin, MA 02038-3156, hereinafter called the "ENGINEER," and the Town of Harwich, acting by its Board of Selectmen, with a usual place of business at Harwich Town Hall, 732 Main Street, Harwich, MA 02645, hereinafter called the "TOWN."

The ENGINEER and the TOWN, for the consideration hereinafter named, agree as follows:

1. Scope of Work

The ENGINEER shall perform the work and furnish all services necessary to provide the Town with engineering services associated with bidding and construction for the Round Cove Boat Ramp Reconstruction Project, as set forth in the Scope of Services attached hereto as Exhibit A.

2. Contract Price

The TOWN shall pay the ENGINEER for services rendered in the performance of this Agreement a lump sum of \$16,900.00, subject to any additions and deductions provided for herein at the hourly rates set forth in Exhibit B. The amount to be paid to the ENGINEER shall not exceed \$16,900.00 without the prior written consent of the TOWN.

3. Commencement and Completion of Work

- A. This Agreement shall commence on February 18, 2020, and shall expire on February 17, 2021, unless terminated sooner in accordance with this Agreement.
- B. Progress and Completion: ENGINEER shall commence work promptly upon execution of this Agreement and shall prosecute and complete the work regularly, diligently and uninterruptedly at such a rate of progress as will insure completion in a timely manner.

4. Performance of the Work

The ENGINEER shall supervise and direct the Work, using his best skills and attention, which shall not be less than such state of skill and attention generally rendered by the engineering/design profession for projects similar to the Project in scope, difficulty and location.

A. Responsibility for the Work:

- (1) The ENGINEER shall be responsible to the TOWN for the acts and omissions of his employees, subcontractors and their agents and employees, and other persons performing any of the Work under a contract with the ENGINEER. Consistent with the standard of care referenced above, the ENGINEER shall be responsible for the professional and technical accuracy for all work or services furnished by him or his consultants and subcontractors. The ENGINEER shall perform his work under this Agreement in such a competent and professional manner that detail checking and reviewing by the TOWN shall not be necessary.
- (2) The ENGINEER shall not employ additional consultants, nor sublet, assign or transfer any part of his services or obligations under this Agreement without the prior approval and written consent of the TOWN. Such written consent shall not in any way relieve the ENGINEER from his responsibility for the professional and technical accuracy for the work or services furnished under this Agreement.
- (3) All consultants must be registered and licensed in their respective disciplines if registration and licensure are required under the applicable provisions of Massachusetts law.
- (4) The ENGINEER and all consultants and subcontractors shall conform their work and services to any guidelines, standards and regulations of any governmental authority applicable to the type of work or services covered by this Agreement.
- (5) The ENGINEER shall not be relieved from its obligations to perform the work in accordance with the requirements of this Agreement either by the activities or duties of the TOWN in its administration of the Agreement, or by inspections, tests or approvals required or performed by persons other than the ENGINEER.
- (6) Neither the TOWN's review, approval or acceptance of, nor payment for any of the work or services performed shall be construed to operate as a waiver of any rights under the Agreement or any cause of action arising out of the performance of the Agreement.

B. Deliverables, Ownership of Documents: One (1) reproducible copy of all drawings, plans, specifications and other documents prepared by the ENGINEER shall become the property of the TOWN upon payment in full therefor to the ENGINEER. Ownership of stamped drawings and specifications shall not include the ENGINEER's certification or stamp. Any re-use of such documents without the ENGINEER's written verification of suitability for the specific purpose intended shall be without liability or legal exposure to the ENGINEER or



to the ENGINEER's independent professional associates, subcontractors or consultants. Distribution or submission to meet official regulatory requirements or for other purposes in connection with the Project is not to be construed as an act in derogation of the ENGINEER's rights under this Agreement.

- C. Compliance With Laws: In the performance of the Work, the ENGINEER shall comply with all applicable federal, state and local laws and regulations, including those relating to workplace and employee safety.

5. Site Information Not Guaranteed; Contractor's Investigation

The TOWN shall furnish to the ENGINEER available surveys, data and documents relating to the area which is the subject of the Scope of Work. All such information, including that relating to subsurface and other conditions, natural phenomena, existing pipes, and other structures is from the best sources at present available to the TOWN. All such information is furnished only for the information and convenience of the ENGINEER and is not guaranteed. It is agreed and understood that the TOWN does not warrant or guarantee that the subsurface or other conditions, natural phenomena, existing pipes, or other structures will be the same as those indicated in the information furnished, and the ENGINEER must satisfy himself as to the correctness of such information. If, in the opinion of the ENGINEER, such information is inadequate, the ENGINEER may request the TOWN's approval to verify such information through the use of consultants or additional exploration. In no case shall the ENGINEER commence such work without the TOWN's prior written consent. Such work shall be compensated as agreed upon by TOWN and ENGINEER.

6. Payments to the Contractor

- A. Cost incurred on this project shall be billed monthly on an hourly basis as outlined in the attached Scope of Services. Payment shall be due 30 days after receipt of an invoice by the TOWN.
- B. If there is a material change in the scope of work, the TOWN and the ENGINEER shall mutually agree to an adjustment in the Contract Price.
- C. If the TOWN authorizes the ENGINEER to perform additional services, the ENGINEER shall be compensated in an amount mutually agreed upon, in advance, in writing. Except in the case of an emergency, the ENGINEER shall not perform any additional services until such compensation has been so established.

7. Reimbursement

Except as otherwise included in the Contract Price or otherwise provided for under this Agreement, the ENGINEER shall be reimbursed by the TOWN: (a) at 1.0 times the actual cost to the ENGINEER of consultants retained to obtain information pursuant to Article 5 hereof or otherwise. No such reimbursement shall be made unless the rates of compensation have been approved, in advance, by the TOWN; (b) at 1.0 times the actual cost of additional or specially authorized expense items, as approved by the TOWN.

8. Final Payment, Effect

The acceptance of final payment by the ENGINEER shall constitute a waiver of all claims by the ENGINEER arising under the Agreement.

9. Terms Required By Law

This Agreement shall be considered to include all terms required to be included in it by the Massachusetts General Laws, and all other laws, as though such terms were set forth in full herein.

10. Indemnification

- A. General Liability: The ENGINEER shall indemnify and hold harmless the TOWN from and against any and all claims, damages, losses, and expenses, including attorney's fees, to the extent arising out of the performance of this Agreement and to the extent the same relate to matters of general commercial liability, when such claims, damages, losses, and expenses are caused, in whole or in part, by the negligent or wrongful acts or omissions of the ENGINEER or his employees, agents, subcontractors or representatives.
- B. Professional Liability: The ENGINEER shall indemnify and hold harmless the TOWN from and against any and all claims, damages, losses, and expenses, including attorney's fees, arising out of the performance of this Agreement and to the extent the same relate to the professional competence of the ENGINEER's services, when such claims, damages, losses, and expenses are caused, in whole or in part, by the negligent acts, negligent errors or omissions of the ENGINEER or his employees, agents, subcontractors or representatives.

11. Insurance

- A. The ENGINEER shall at his own expense obtain and maintain a Professional Liability Insurance policy for errors, omissions or negligent acts arising out of the performance of this Agreement in a minimum amount of \$1,000,000.00 per claim with a \$3,000,000 Aggregate.
- B. The coverage shall be in force from the time of the agreement to the date when all construction work for the Project is completed and accepted by the TOWN. If, however, the policy is a claims made policy, it shall remain in force for a period of six (6) years after completion.

Since this insurance is normally written on a year-to-year basis, the ENGINEER shall notify the TOWN should coverage become unavailable.

- C. The ENGINEER shall, before commencing performance of this Agreement, provide by insurance for the payment of compensation and the furnishing of other benefits in accordance with M.G.L. c.152, as amended, to all its employees and



shall continue such insurance in full force and effect during the term of the Agreement.

- D. The ENGINEER shall carry insurance in a sufficient amount to assure the restoration of any plans, drawings, computations, field notes or other similar data relating to the work covered by this Agreement in the event of loss or destruction until the final fee payment is made or all data are turned over to the TOWN.
- E. The ENGINEER shall also maintain the following insurance coverages:
- General Liability of at least \$1,000,000 Bodily Injury and Property Damage Liability with a \$3,000,000 Annual Aggregate Limit. The Town should be named as an "Additional Insured".
  - Automobile Liability (applicable for any automobile operating exposure) of at least \$1,000,000 Bodily Injury and Property Damage Combined Single Limit per accident. The Town should be named as an "Additional Insured".
  - Umbrella Liability of at least \$2,000,000 per occurrence with a \$2,000,000 Annual Aggregate. The Town should be named as an "Additional Insured".
- F. Evidence of insurance coverage and any and all renewals substantiating that required insurance coverage is in effect shall be filed with the Agreement. Any cancellation of insurance, whether by the insurers or by the insured, shall not be valid unless written notice thereof is given by the party proposing cancellation to the other party and to the TOWN at least fifteen days prior to the intended effective date thereof, which date shall be expressed in said notice.
- G. Upon request of the ENGINEER, the TOWN reserves the right to modify any conditions of this Article.

12. Notice

All notices required to be given hereunder shall be in writing and delivered to, or mailed first class to, the parties' respective addresses stated above. In the event that immediate notice is required, it may be given by telephone or facsimile, but shall, to the extent possible, be followed by notice in writing in the manner set forth above.

13. Termination

- A. Each party shall have the right to terminate this Agreement in the event of a failure of the other party to comply with the terms of the Agreement. Such termination shall be effective upon seven days' notice to the party in default and the failure within that time of said party to cure its default.
- B. The TOWN shall have the right to terminate the Agreement without cause, upon ten (10) days' written notice to the ENGINEER. In the event that the Agreement is terminated pursuant to this subparagraph, the ENGINEER shall be reimbursed

in accordance with the Agreement for all work performed up to the termination date.

14. Miscellaneous

- A. Assignment: The ENGINEER shall not assign or transfer any of its rights, duties or obligations under this Agreement without the written approval of the TOWN.
- B. Governing Law: This Agreement shall be governed by and construed in accordance with the law of the Commonwealth of Massachusetts.

**Exhibit A**  
**Round Cove Boat Ramp Reconstruction**  
**Scope of Services**

**Bid Phase Support**

- Prepare Bid Documents
- Submit to Town for review
- Incorporate changes and comments
- Assist Town with bid process
  - o Prepare and submit advertisement for Central Register
  - o Prepare and submit bid notice to Town
  - o Distribute copies to Dodge Reports and New England Construction Journal
- Provide list of suitable contractors
- Provide up to 2 copies of Bid Documents to Town
- Distribution of Bid Documents to potential bidders
  - o Coordinate with Town and maintain bidders list
  - o Email electronic bid documents to prospective bidders
- Attend pre-bid meeting on site
- Respond to bidder's questions
- Provide and distribute addenda as required
- Review bids and provide recommendation for award

**Construction Phase Support (Budget)**

- Attend pre-construction meeting
- Attend periodic project meetings/site inspections (Budget 4 meetings for estimated 8 week construction period)
- Provide construction inspection of critical activities including:
  - o Test pits for existing wall foundation
  - o Precast installation (2 days)
  - o Concrete pours (3 days)
  - o Total budget 6 days
- Review and approval of contractor's shop drawings
- Provide review and responses to contractor RFI's
- Provide clarification of documents as required
- Review monthly payment requisitions as required
- Review change order requests (COR's) and provide recommendation to Town
- Development of Record Drawings
- Permit close out

IN WITNESS WHEREOF, the parties hereto have set their hands and seals, the TOWN by its authorized representative who, however, incurs no personal liability by reason of the execution hereof or of anything herein contained, as of the day and year first above written.

GEI CONSULTANTS, INC.

TOWN OF HARWICH  
by its Board of Selectmen Over \$25,000

By: R. J. Titmuss

Name: R. J. TITMUSS  
Type or Print

Title: VICE PRESIDENT

by its Town Administrator Under \$25,000

*Interim* [Signature]  
Town Administrator

Approved as to Availability of Funds:

[Signature] (\$16,900.50)  
Finance Director Contract Sum

01633A 2/617019



# EXHIBIT B

**EFFECTIVE January 2019**

<b>POSITION</b>	<b>NAME</b>	<b>RATE</b>
ADMINISTRATIVE ASSISTANT	Carol McGillivray	\$ 100.00
SENIOR TECHNICIAN	Jamison Fitzgerald	\$ 95.00
WATERFRONT ENGINEER/DIVER-Grade 1	Frederick Hanna	\$ 95.00
WATERFRONT ENGINEER/DIVER-Grade 1	Andrew Cameron	\$ 95.00
WATERFRONT ENGINEER/DIVER-Grade 1	Moritz Schelp	\$ 95.00
WATERFRONT ENGINEER-Grade 1	Ryan Jones	\$100.00
WATERFRONT ENGINEER/DIVER-Grade 2	Steve Hennessy	\$105.00
WATERFRONT ENGINEER/DIVER-Grade 3	Christopher Bradford	\$120.00
WATERFRONT ENGINEER/DIVER-Grade 3	Andrew Gradeski	\$130.00
SR. WATERFRONT ENGINEER-Grade 4	Blake A. Peters	\$135.00
ENVIRONMENTAL SPECIALIST/ MARINE BIOLOGIST – Grade 4	Alyssa Richard	\$140.00
SENIOR PROFESSIONAL-Grade 6	Bradford Saunders	\$145.00
SR. WATERFRONT ENGINEER/DIVER-Grade 4	Kevin Buruchian	\$145.00
SR. PROJECT ENGINEER/DIVER-Grade 6	Alan D. Pepin, PE	\$167.00
SR. PROJECT MANAGER-Grade 7	Russell J. Titmuss, PE, CEng.	\$220.00
VICE PRESIDENT/PRINCIPAL-Grade 8	Ronald R. Bourne, PE	\$265.00
SENIOR CONSULTANT-Grade 8	Varoujan Hagopian, PE, F.ASCE	\$265.00

<b>EXPENSES</b>	<b>RATE</b>
Mileage	\$ 0.58/mile
14 ft Jon Boat	\$ 25.00/day
18 ft Boat (w/motor)	\$250.00/day
Fathometer	\$350.00/day
Sub-Foot GPS	\$250.00/day
Survey Equipment –Total Station/Level	\$ 35.00/day
Ultrasonic Thickness Measurement	\$150.00/day
Weld Testing - Magnetic Particle	\$ 50.00/day
Coating Thickness Testing Equipment	\$ 50.00/day
Coring Equipment - Compressor w/ accessories	\$100.00/day
Soil Sample Augers	\$100.00/day
Field Expendables (rulers, lights, batteries, etc.)	\$ 25.00/day
Diving – Dive Team Scuba Equipment	\$650.00/day
Dive Support Vehicle - plus mileage	\$500.00/day
Field Investigation Support Vehicle - plus mileage	\$250.00/day

, coterminous with the contract agreement,

*All Other Expenses at Cost plus a 5% service charge*

Rates are subject to review and change on an annual basis with an increase limit of 5% per year.

**PAYMENT TERMS**

~~Invoices will be submitted monthly or upon completion of a specified scope of service, as described in the accompanying contract (proposal, project, or agreement document that is signed and dated by GEI and CLIENT).~~

~~Payment is due upon receipt of the invoice. Interest will accrue at the rate of 1% of the invoice amount per month, for amounts that remain unpaid more than 30 days after the invoice date. All payments will be made by either check or electronic transfer to the address specified by GEI and will include reference to GEI's invoice number.~~

**BUDGET/WARRANT TIME LINE FY2021**

Monday, June 17, 2019	Review Town Meeting Results and actions to take	
Monday, July 1, 2019	First goals discussion	
Monday, July 15, 2019	Continuation of goals discussion	
Monday, July 29, 2019	Set Goals	
Monday, August 12, 2019	Potential articles and assign to committees and departments. By Law Charter Review Committee to come in to discuss	
Monday, August 26, 2019	Discuss potential C P C articles	
Friday, August 23, 2019	Capital Budget Instructions submitted by T A to Departments	
Monday, September 16, 2019	Discuss Budget Message	
Friday, September 20, 2019	Deadline for submission of Department Capital Budgets to the T A	
Monday, September 30, 2019	TA presents BOS with 5-Year Financial Plan	<b>Charter 9-2-1/on or before October 1<sup>st</sup></b>
TBD	MRSD and Cape Cod Tech meeting with Selectmen and Fincom to discuss enrollments by class and demographics, including a five year projection of same.	
Monday, September 30, 2019	BOS Budget Message to guide TA in developing budget Requests - Including Board agreed to goals	<b>Charter 9-2-2/on or before the first Tuesday in October</b>
October 1 @ 4:00 p.m.	Deadline for submission of C P C requests	
Monday, October 7, 2019	Begin review of warrant articles	<i>Weekly as they come in</i>
Monday, October 21, 2019	Capital Outlay Committee submits 7-yr Capital Outlay plan to T A	
Monday, October 21, 2019	Joint Meeting with MRSD, Cape Cod Tech, Finance Committee and Capital Outlay Committee to discuss: <ul style="list-style-type: none"> <li>• State of the Town/BOS Budget Message</li> <li>• MRSD Budget/Enrollments</li> <li>• Finance Committee Priorities</li> <li>• Capital Budget Requests</li> <li>• Outlook for 2020</li> </ul>	
Friday, October 25, 2019	Operating Budget instructions submitted to departments by T A	
Monday, October 28, 2019	B O S to review Capital Outlay Plan and set priorities	
Friday, November 29, 2019	Deadline for submission of department operating budgets to T A	<b>Charter 9-2-3/on or before the 1<sup>st</sup> Friday of December</b>
Friday, November 29, 2019	Deadline for submission of departmental warrant articles to T A	
Monday, December 23, 2019	TA submits 7-yr Capital Outlay Plan to joint meeting of BOS/ Finance Committee	<b>Charter 9-6-3/during the month of December</b>
Monday, December 23, 2019	MRSD School Vacation	
Monday, January 6, 2020	BOS/FINCOM/Capital Outlay Committee hold joint Public Hearing on submitted Capital Outlay Plan	<b>Charter 9-6-4/on or before the 2<sup>nd</sup> Friday in January (Finance Committee)</b>

**BUDGET/WARRANT TIME LINE FY2021**

Friday, January 24, 2020	All items to be bid must have specifications in TA's office by 12:00 P.M. to be assured of bid process for Town Meeting	
Monday, January 27, 2020	Presentation of draft MRSD budget	
Monday, February 3, 2020	Presentation of draft Cape Cod Tech Budget	
Monday, February 10, 2020	Last BOS meeting before Annual Warrant closes	
Monday, February 10, 2020	TA presents budget and budget message to BOS and Fin Com	<b>Charter 9-2-4/on or before the 2<sup>nd</sup> Tuesday of February</b>
Friday, February 14, 2020	Article deadline – Warrant closes Noon deadline	<b>Charter 2-2-1/Bylaw 1-101 2<sup>nd</sup> Friday in February by 12:00 Noon</b>
Tuesday, February 18, 2020	1 <sup>st</sup> draft Warrant to BOS (presented at meeting)	
Monday, February 24, 2020	Articles submitted to Finance Committee by B O S	<b>General By-Laws I, § 271-1.B. Not later than 14 days after article deadline</b>
Monday, February 24, 2020	BOS required to submit final budget to Finance Committee	<b>Charter 9-3-2 / on or before the 4<sup>th</sup> Tuesday of February</b>
<b>No later than</b> February 28, 2020	MRSD to submit final line item budget to B O S and Fincom for inclusion in the ATM Warrant	
Saturday, March 7, 2020	Selectmen & Finance Committee Budget Presentations	Schedule in line with FY 20 process
Monday, March 9, 2020	Joint budget/article hearing BOS/Finance Committee	
Monday, March 9, 2020	Vote to open Special Town Meeting Warrant on Tuesday, March 10 and close on Thursday, March 12	<b>All Special Town Meeting Articles must be received 40 days prior to STM</b>
<b>No later than Monday, March 23, 2020</b>	<ul style="list-style-type: none"> <li>• Article funding review by B O S</li> <li>• FINCOM submits written recommendations on Budget/Warrant.</li> <li>• Joint budget /article hearing with</li> <li>• B O S and Fincom reconciliation</li> <li>• Fincom conducts one or more hearings on budget</li> </ul>	<b>Charter 9-3-3/by March 31<sup>st</sup> (last 4 bullet points)</b>
<b>MONDAY, March 23, 2020</b>	BOS to sign Warrants for ATM, ATE and STM (if applicable)	
March 24, 2020	Ballot to Town Clerk	
Monday, March 30, 2020	Send Warrant to Printer Send Warrant to Chronicle <b>(April 16<sup>th</sup> publication)</b>	Printer needs 2 weeks. Chronicle needs 1 week before publish date
Friday, April 17, 2020	Warrants available for public distribution	<b>Charter 2-2-2/14 days prior to Town Meeting</b>





**TOWN OF HARWICH**  
OFFICE OF THE TREASURER/COLLECTOR  
732 MAIN STREET, HARWICH, MA 02645  
TEL: 508-430-7501 FAX: 508-430-7504

Amy Bullock  
Treasurer / Collector

Nancy Knepper  
Assistant Treasurer/Collector

**Monthly Report to the Board of Selectmen**

**January 2020**

Along with our regular weekly duties and responsibilities, which include but are not limited to processing payroll, receiving, reporting and depositing tax/water payments and departmental receipts, processing accounts payable checks, assisting Taxpayers and Employees with any requests and other various customer service, the following took place:

**Collections**

	FY 2020	FY 2019
Tax/Water Collections:	\$11,559,731.90	\$10,966,550.47
Departmental turnovers:	\$1,670,833.31	\$1,468,423.65
<b>Total:</b>	<b>\$13,230,565.21</b>	<b>\$12,434,974.12</b>

**Disbursements**

	FY 2020	FY 2019
Accounts Payable	\$6,634,037.59	\$6,166,790.91
Payroll	\$1,698,961.03	\$1,310,040.70
<b>Total:</b>	<b>\$8,332,998.62</b>	<b>\$7,476,831.61</b>

Respectfully submitted,  
Amy Bullock  
Treasurer/Collector