



FAIRHAVEN SELECT BOARD

Agenda

Wednesday, August 4 2021

7:00 p.m.

Town Hall – 40 Center Street – Fairhaven

RECEIVED
TOWN CLERK

2021 AUG -2 P 12:00

FAIRHAVEN,
MASS.

Pursuant to Chapter 20 of the Acts of 2021, this meeting will be conducted in person and via remote means, in accordance with applicable law. This means that members of the public body as well as members of the public may access this meeting in person, or via virtual means. In person attendance will be at the meeting location listed above, and it is possible that any or all members of the public body may attend remotely, with in-person attendance consisting of members of the public.

Log on to: <https://zoom.us/j/92191003635?pwd=cU55ajltN0JmdEIQOEEx6VEI3QzJzUT09>

or call 1-929-205-6099

Meeting ID: 921 9100 3635

Passcode: 693238

The meeting can also be viewed live on Channel 18 or on FairhavenTV.com

A. APPOINTMENTS

1. 7:00 pm Leon Corey: Diversity, Equity, Inclusion Committee formation

B. POSSIBLE ACTION/DISCUSSION

1. Open Committee Liaison Appointment- Contract Compliance Officer
2. DOR Financial Management Review
3. Town Administrator Screening Process

C. NOTES AND ANNOUNCEMENTS

1. The next regularly scheduled meeting of the Select Board is Monday, August 9, 2021 at 6:30 p.m. in the Town Hall Banquet Room.

ADJOURNMENT

Subject matter listed in the agenda consists of those items that are reasonable anticipated (by the Chair) to be discussed. Not all items listed may be discussed and other items not listed (such as urgent business not available at the time of posting) may also be brought up for discussion in accordance with applicable law.

MGL, Ch. 30A, § 20(f) requires anyone that intends to record any portions of a public meeting, either by audio or video, or both, to notify the Chair at the beginning of the meeting.

Authored by:

Leon Correy
Deirdre Healy

Belonging Committee

August 4, 2021

Dear Fairhaven Selectboard,

The undersigned, request the immediate formation of a town “belonging” committee that will serve to advise the Selectboard and town departments on matters of diversity, equity and inclusion (DEI) related to town policies and programs.

We request the formation of this committee to ensure the following for the town of Fairhaven:

1. That we address barriers and historical factors that have led to unfair conditions in Fairhaven for Black, Indigenous, Latinx communities and other communities of color, racial equity refers to what a genuinely just fair and equitable society would look like, where the distribution of society’s benefits and burdens would not be skewed by race, and individuals would be no more or less likely to experience them due to their race, ethnicity, gender, socioeconomic status.
2. The town government will better serve our community if they reflect the growing diversity of its residents. A dramatic demographic shift is under way in the U.S., which will be majority non-white around 2043 according to the Census Bureau.
3. Diverse teams lead to better outputs. Scott Page, author of *The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools and Societies*, uses mathematical modeling and case studies to show how diversity leads to increased productivity. His research found that diverse groups of problem solvers outperform the groups of the best individuals at solving problems. A town with a diversity of perspectives within them, will lead to better solutions to social problems.

To ensure clarity for all, we use the following definitions:

Diversity includes all the ways in which people differ, encompassing the different characteristics that make one individual or group different from another. While diversity is often used in reference to race, ethnicity, and gender, we embrace a broader definition of diversity that also includes age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. Our definition also includes diversity of thought: ideas, perspectives, and values. We also recognize that individuals affiliate with multiple identities.

Equity is the fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. Improving equity involves increasing justice and fairness within the procedures and processes of institutions or systems, as well as in their distribution of resources. Tackling equity issues requires an understanding of the root causes of outcome disparities within our society.

Inclusion is the act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate. An inclusive and welcoming climate embraces differences and offers respect in words and actions for all people. It's important to note that while an inclusive group is by definition diverse, a diverse group isn't always inclusive. Increasingly, recognition of unconscious or 'implicit bias' helps organizations to be deliberate about addressing issues of inclusivity.

Overview

The Belonging Committee will be a small group of five to seven citizens of Fairhaven from various walks of life who will take on the responsibility of the DEI journey (For the purposes of this proposal DEI will be representative of Diversity Equity and Inclusion). This committee will promote education, unity, acceptance and understanding in our community. The committee will conquer these challenges through a series of events and activities throughout the year, inclusive of but not limited to the "Fairhaven's got Pride" event that gained coverage and resounding support and annual recognition of Juneteenth.

This committee will also serve in a capacity to provide guidance to the Select Board and Town Administrator regarding town matters related to diversity, equity and inclusion. Here are a few recent examples that are reflective of the need for an outlet and avenue for understanding.

- **Ensure there is diverse involvement in the town decisions:** Over the past year we have learned that diversity is an important matter to the people of Fairhaven. For example, the all male committee formed to embark on the selection of a Town Administrator resulting in many residents feeling without representation. A Belonging Committee would help ensure the TA and all town processes are properly staffed.
- **Ensure there is proper understanding and sensitivity in town officials:** Over the past six months we have had women referred to in a disrespectful manner during meetings conducted by elected officials. There have also been body shaming comments made towards women on social media. Additionally we had the matter of the flying of the Pride flag, during Pride month. Lastly we have had the sign of an African American candidate painted black. These matters could have been addressed.
- **Ensure there is greater understanding amongst the community:** During the pride event there were a number of individuals who expressed the feeling of the town not representing them, while other individuals expressed the feeling of division whether pro or against the flying of the flag.

Specifications

The committee will be made up of five to seven Fairhaven citizens who value representation and understanding amongst the community. This is not limited to members of under-represented communities. However the group will come together to put on events that bring people together to promote education and understanding.

Milestones/Examples of possible Belonging committee activities:

- Quarterly Events
 - There will be quarterly events that will be appropriate to the time. For example:
 - Fall - Indigenous peoples; Thanksgiving, Veterans Day
 - Winter - Holiday season, Black history Month, Martin Luther King Day
 - Spring - National Developmental Disabilities Awareness, Women's history, Autism Awareness
 - Summer - Pride Month, Independence Day
- Youth Inclusion
 - The committee will be able to provide an outlet for young people to communicate in a safe place and address conflicts based around DEI and understanding.
- Sensitivity Training
 - Provide materials to Police and Fire, increasing community activity and interaction, thus promoting a better relationship between them and the people they serve.

To begin this important work, the undersigned would also like to be assigned to the DEI committee.

Sincerely Yours,

Addendum

MA Towns with DEI Committee

The following towns are examples of some of the towns with DEI committees:

Lexington

Arlington

Sharon

Sudbury

Scituate

Amherst

Lincoln

Andover

Westford

Shrewsbury

Acton

Canton

Nantucket



Wendy Graves <wgraves@fairhaven-ma.gov>

Fwd: Letter of Support for DEI Committee

1 message

Leon Correy <leoncorrey@leon4fairhaven.us>
To: Wendy Graves <wgraves@fairhaven-ma.gov>

Mon, Aug 2, 2021 at 11:47 AM

Begin forwarded message:

From: Cameron Durant <cdurant0711@gmail.com>
Subject: Letter of Support for DEI Committee
Date: July 29, 2021 at 8:53:16 PM EDT
To: leoncorrey@leon4fairhaven.us
Cc: Vicki Oliveira <vloliveira@fairhaven-ma.gov>

To the Fairhaven Select Board,

I would like to express my support for the creation of a Diversity Equity and Inclusion Committee in Fairhaven, as proposed by Leon Correy. As a Board Director of my employer's local DEI chapter, I understand the importance of representation through programming. Seeing oneself reflected in the community not only strengthens the fabric that forms Fairhaven, but enriches the culture. A town with educational and entertaining community events can grow its tax base and attract new families to attend our schools and support our businesses. A successful DEI committee is not one that merely philosophizes about issues, but takes action. A DEI Committee in Fairhaven should be a support for other Town affiliated groups. In addition to their own ideas, the group could volunteer at the Senior Center's LGBT Supper Club, veteran events, assisting to enrich the lives of our students, etc. This group would exemplify service based leadership. I ask for your support for the group's formation and thank you for your time and consideration.

Sincerely,
Cam Durant

Contract Compliance Officer is a single position class. The Incumbent is **responsible for investigating the employment practices, payroll records, and wage and employment policies of contractors** for compliance with federal wage, labor, equal opportunity, fair employment, and related laws and regulations.

Memorandum

6-29-2020

To: Selectman Freitas, Selectman Sylvia, Mark Rees

From: Selectman Espindola

CC: Mark Rees, Vicki Oliveira (record)

Subject: Division of Local Services Technical Services study

Selectman Freitas and Selectman Sylvia,

In light of two very significant developments / considerations I would like to request that we are proactive and take advantage of the service offered by the Commonwealth of Massachusetts Division of Local Services, Technical Assistance Bureau. This would come at no cost to the Town.

The developments / considerations I am referring to are as follows;

- 1) **Short Term**: The impact of COVID-19 on our upcoming budget decisions which will either result in making cuts in services, drawing from reserves that the Town has worked very hard to build, or some combination of the two.
- 2) **Long Term**: Looming major capital projects either planned or under consideration.
 - a. The Wastewater Treatment Plant. We all know the estimated cost of the upgrades required for the Wastewater Treatment Plant will be on the order of tens of millions of dollars and significantly impact water and sewer rates in the future.
 - b. Public Safety Facility. The Town is considering investing in a new Public Safety Facility, as recommended by consultants hired by the Town and the by the Capital Planning Committee.

With these concerns in mind, I would like to make a motion to ask Mr. Rees request the DLS-TA to place us on their schedule to perform the following scope at their earliest opportunity;

- a. Review the Town's current financial standing and, in light of difficult decisions the Town will be facing due to the impact of COVID-19, and provide commentary on its financial flexibility
- b. Circle back to the 33 recommendations made by the DOR back in 2012, comment on the status of each and outline any recommendations for continued action with regard to any open items. The lone line item of the 33 recommendations that the Town would not like to have reviewed, would be item number 4, Eliminate the Board of Public Works because that issue was to a formal vote by the Town and there is no need to revisit that subject.
- c. Identify any new opportunities for improvement, increased operating efficiency, best practices, etc. that the DLS sees for the Town, especially in any areas that were non-existent back in 2012.
- d. Identify any new resources, tools, or funding sources that the Town should be considering to gain more access to grants, or to be better prepared to deal with challenges coming down the road.
- e. Provide commentary on whether or not the Town is in a good position to withstand multiple, major capital investments, on the order of \$50M in total, simultaneously. If so, comment on the potential impact that doing so would have on rate-payers / tax payers and that it would have on the Town's current financial standing with rating agencies.



Town of Fairhaven

Financial Management Review

Division of Local Services / Technical Assistance Section

November 2012



November 15, 2012

Board of Selectmen
Town Hall
40 Center Street
Fairhaven, MA 02719

Dear Board Members:

It is with pleasure that I transmit to you the enclosed Financial Management Review completed by the Division of Local Services for the Town of Fairhaven. It is our hope that the information presented in this report will assist the town in improving its financial management practices, addressing areas of concern and meeting its long-term planning needs.

As a routine practice, we will post the completed report on the DLS website, www.mass.gov/dls, and forward a copy of the report to the town's state senator and representative.

If you have any questions or comments regarding our findings and recommendations, please feel free to contact Rick Kingsley, Bureau Chief of the DLS Municipal Data Management and Technical Assistance Bureau at 617-626-2376 or at kingsleyf@dor.state.ma.us.

Sincerely,

Robert G. Nunes
Deputy Commissioner &
Director of Municipal Affairs

cc: Senator Mark C. Montigny
Representative William M. Straus

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Introduction

At the request of the board of selectmen, the Department of Revenue's Division of Local Services (DLS) completed a financial management review of the Town of Fairhaven. The recommendations contained in this report are based on site visits made by a team from the DLS Technical Assistance Section and consultations with the Bureau of Accounts and Bureau of Local Assessment.

The scope of the review focused on the town's financial offices and the practices, procedures and policies that guide municipal decisions. We examined the duties and responsibilities of finance officers and the degree of coordination and communication that exists among the various boards, committees and officials involved in financial management. We comment on the effectiveness of financial checks and balances and on compliance with state laws and regulations that govern fiscal matters. The municipality's technology condition was assessed and the impact of organizational structure on financial operations was evaluated.

To complete the report, we interviewed and received information from members of the board of selectmen, finance committee, executive secretary, finance director/treasurer, town accountant, tax collector, administrative assistant to the board of assessors, and others. A full list is available in the Acknowledgments.

As part of our review, we gathered and examined information from various documents including the Tax Recapitulation Sheet, Schedule A, Balance Sheet, annual budget, warrant payables, revenue and expenditure reports, and reconciliations. We also reviewed town bylaws and locally accepted statutes, as well as independent audit reports and credit rating profiles for the town.

Overview

The Town of Fairhaven is a coastal community located in southeastern Massachusetts with a population of 15,873 at the time of the 2010 U.S. Census. Situated on the shores of Buzzards Bay and sharing one of the country's largest commercial fishing ports, the town is chiefly characterized by its sea-based economy, including fishing, ship repair and other marine-related industries. The town offers much beyond this nautical heritage, however, and retains much of its quaint small town atmosphere.

As a community, Fairhaven contains a diverse landscape ranging from dense business and residential centers to rural, agricultural and seaside settings. Contributing to this rich backdrop, the town has a number of remarkable public buildings that were constructed at the turn of the twentieth century by prominent resident Henry Huttleston Rodgers, which are hallmark features of downtown. A variety of recreational opportunities and tourist attractions also exists, such as West Island Town Beach and Fort Phoenix. Additionally, Fairhaven is home to the corporate headquarters and worldwide distribution center of the Acushnet Company. With golf equipment and apparel brands like Titleist, Footjoy and Pinnacle, the company is one of the largest employers in the region with nearly 3,000 people working in its southeastern Massachusetts facilities.

Despite these qualities, the Town of Fairhaven continues to struggle through a weak economy and high unemployment like much of southeastern Massachusetts. Based on the most recent data available, the town has an unemployment rate 2 percent higher than the state's, at 8.4 percent. Incomes in Fairhaven also lag behind communities across Massachusetts, averaging \$23,399 per capita versus the state average of \$31,265. As a measure of relative property wealth, Fairhaven's Equalized Valuation (EQV) of \$140,355 per capita also falls below the state average of \$156,493.

The figures above not only reflect the current state of the economy but also echo a broader downward trend that has been impacting the south coast for years. Since the decline of the commercial fishing industry and the recession of the late 80's to early 90's, the region has been struggling to spur economic growth and development. And though there are areas of success, economic headwinds point to a longer-term trend that will take time to resolve.

Mindful of these financial challenges and broader economic woes, local leaders in Fairhaven have joined together in a conservative approach to managing the community's finances. This philosophy of conservative budgeting practices and tight expenditure controls has been carried forward over the last decade and has served the town well. In comparison to other communities across the state, Fairhaven's overall tax burden is relatively low. The town's debt burden is modest and its reserves, including the town's rainy day stabilization fund, are historically well funded. As a result, Fairhaven enjoys a solid Aa2 credit rating by Moody's.

At the same time, the town has enhanced revenue by adopting the local option meals and room occupancy taxes. It makes regular investments in its public infrastructure and assets. Examples of these investments are the construction or rehabilitation of various schools and public buildings, financial management software purchases, and regular replacement of police cruisers. Additionally, two of the town's enterprise funds are largely self-sufficient through user charges while the third, the recreation fund, is being subsidized by the general fund.

Despite the progress being made, however, there is a growing sense that the town's obligations and service levels have grown beyond the capacity of the current government to deal with them. The presence of a relatively flat administrative framework wherein staff report to separately elected boards and the executive secretary functions well beyond his formal authority appears to impede strategic thinking and long-term planning. From our vantage point, this structure limits the ability of selectmen to coordinate government activities in a deliberate and thoughtful manner. As a result, various practices such as the budget and capital planning processes are disjointed or non-existent. There is also a strong focus on the issues of the day and for the year ahead, rather than on the challenges and consequences of decisions three, five or ten years out.

To their credit, local officials appear to recognize the value of a more long range view. The recent resignation of the finance director/treasurer and the pending retirement of the tax collector have presented them with an opportunity. Rather than approve the present job description and begin a search for a new finance director/treasurer, local officials believe this is a unique occasion to completely reassess the structure of finance department operations.

Toward this end, our report offers a series of recommendations to further enhance operations. First we make suggestions to strengthen the town's government structure and organization, and formalize its budget process and policies. We then delve more deeply into the town's individual finance offices by commenting on the overall financial management practices in town hall. The report closes with observations on information technology, and the town's department of public works and natural resources department.

Among our recommendations, we note the need to establish a strong town administrator who will be able to hold employees accountable and coordinate day-to-day government operations. We also suggest combining the treasurer and collector positions and eliminating the board of public works as avenues to streamline the town's organizational structure. The need to update job descriptions and measure employee performance are also discussed in detail.

In regards to budget process and policy, we highlight the importance of establishing formal procedures and developing a comprehensive capital improvement plan. Despite Fairhaven's conservative financial practices, there are no set guidelines on the use of free cash or stabilization funds. An approach to tackling other post-employment benefits is also lacking.

Beyond these recommendations, Fairhaven is a reasonably well-run community. Town receipts are collected, posted and accounted for, vendor and payroll warrants are processed and approved, and town obligations are met. Records also appear up to date, accurate and reconciled in a more or less timely fashion. Based on our observations, checks and balances appear to be in place. Risk is well managed, and the town regularly receives reviews from an independent outside auditor. Complementing these factors is the nature of the town's conservative financial management practices described earlier and the competence of personnel, including the executive secretary, town accountant, administrative assistant to the board of assessor, and superintendent of public works.

Government Structure and Organization

Legislative power in Fairhaven is vested in a representative town meeting with executive authority falling to a three-member board of selectmen. The town's administrative activities are largely coordinated through an executive secretary, while the consolidated finance department is managed by a director of finance/treasurer who has recently resigned.

Functioning as the legislative body, representative town meeting votes on articles that come before annual and special town meetings. Town meeting members are elected or serve at large by virtue of their position as local officials. Fairhaven is home to the largest representative town meeting in the state with approximately 429 members elected from each of the six precincts together with members at large. At large members, according to special act, include the town clerk, moderator, treasurer, tax collector, tree warden and the chairman of the finance committee as well as members of town-wide elected boards including the board of selectmen, assessors, health, school committee, planning board and state legislators who live in Fairhaven.

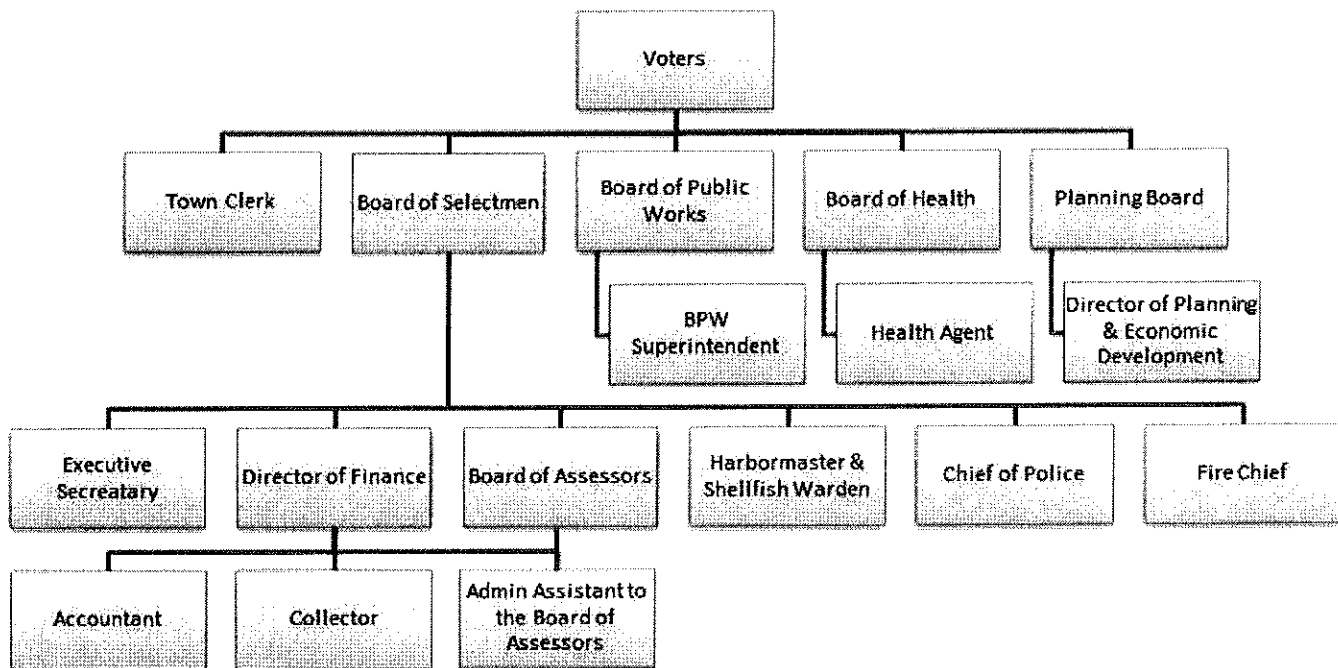
The elected three-member board of selectmen serves as the chief executive officers for the town. The board provides general oversight and sets priorities, goals and policies for the town. Its specific duties and responsibilities are set forth in Chapter 56 of the town bylaws and the General Laws of the Commonwealth of Massachusetts. The board of selectmen appoints the executive secretary as well as the director of finance/treasurer.

The executive secretary is a full-time professional position that carries out the daily administrative functions of the town. The role has limited supervision or authority over municipal operations and only directs departments and staff under the jurisdiction of the board of selectmen, to which he reports. However, by virtue of the incumbent's twenty-four plus years of service he has been able to forge a strong working relationship and level of respect which enables him to coordinate administrative activities that are not otherwise implicit within the authority granted the position.

Pending his departure, the director of finance/treasurer is responsible for the operation of the consolidated finance department, which includes the divisions of accounting, collection, assessing, treasurer and purchasing. His responsibilities involve coordinating the financial affairs of the town, including assessing real and personal property taxes, billing and collecting taxes and other fees, processing payroll and invoices, managing cash and investments, and monitoring revenues and expenditures. The director of finance is also involved, as is the executive secretary, in the preparation of the annual budget. He held the position for seven years, and was appointed by and reports to the board of selectmen.

The Fairhaven finance committee reports to town meeting. Its primary role involves the preparation of the annual budget and reviewing and making recommendations at annual or special town meetings on appropriation articles presented in the warrant. To carry out this responsibility, the committee reviews department budgets and holds public hearings. The budget is prepared in conjunction with the board of selectmen and with support from the executive secretary, finance director/treasurer, the town accountant, and others. The thirteen-member finance committee consists of two members appointed by the precinct chair from each of the six voting precincts and one member appointed at large by the moderator, chair of the board of selectmen and the previous year's chair of the finance committee.

The organizational chart below illustrates the reporting relationships among the various boards, committees and departments in Fairhaven municipal government.



On the positive side, there is some evidence of a vertical structure where appointed officials appear to report directly to the board of selectmen. On the negative side, formal management authority over these offices continues to reside in a part-time, volunteer board of selectmen and several other boards seem to function independently.

As a practical matter, the selectmen are relieved of a direct management role, in large part, due to the presence of the executive secretary. Though his position lacks inherent authority, he has effectively assisted the selectmen, worked with departments and guided operations due to a level of credibility built over time. It is reasonable to conclude that the town will find it difficult to replicate this success when he leaves office. Professional administrators will not be drawn to an executive secretary title or to the lack of authority assigned to the position.

Nor should there be an expectation that a volunteer, part-time board of selectmen is prepared to provide the full time management and leadership that a \$50 million, contemporary municipal government requires. It is noteworthy that among Massachusetts peer towns with populations and budgets similar to Fairhaven, the Town of Fairhaven stands alone with an executive secretary. All others in the group have delegated the administration of government to a town manager or town administrator.

Therefore, the primary recommendation of this report is that the town complement its board of selectmen-representative town meeting form of government by creating a strong town administrator position with clear financial responsibilities. In doing so, the town can eliminate the finance director position and combine the treasurer and collector into a single position, which we recommend. In both instances, town officials can work quickly given the recent departure of the finance director/treasurer to draft a special act that would be presented to town meeting and the Legislature for approval.

Separately, the town can also begin a more comprehensive review of its governance structure with the eye toward improving overall accountability, coordination and efficiency in government. Toward this end, we advise the formation of a government study committee. The government study committee would evaluate the effectiveness of the town's organizational structure and management with the goal of developing a town charter. The committee, appointed by the selectmen, or when town meeting directs, by the town moderator, would complete their review and report to the selectmen with recommendations. In guiding the committee, we recommend that a single appointing authority be designated to select members of a smaller finance committee, and suggest the elimination of the board of public works and the personnel board. We also recommend the adoption of a formal budget and capital planning process as part of a comprehensive town charter.

Each of these recommendations are discussed in the pages that follow.

1. Establish Position of Town Administrator

We recommend that the board of selectmen act to establish the position of a strong town administrator. Our bias in favor of a centralized organizational structure derives from observations of the collective experience in municipalities throughout the state. Over time, a single management presence has emerged as the best way to promote clear lines of authority and accountability in government. Forward-looking communities have turned to this structure, in some meaningful form, as making the most sense in this era of complex government and turbulent economics.

This is further supported by the fact that of 42 communities with similarly sized populations and budgets, Fairhaven is the only one without a town administrator/manager. Under the model we propose, part-time boards and commissions would continue to formulate policy, provide guidance, and make customary decisions. However, the responsibility to oversee town government would be more squarely placed in the hands of a professional hired for that purpose. This would include appointing authority over all town staff.

The town administrator would replace the executive secretary who has little authority over staff and lacks the ability to direct operations that fall outside the selectmen's jurisdiction. By elevating and expanding the position's authority to one of a town administrator, the officeholder will be able to manage day-to-day government operations, coordinate long-term financial planning efforts, make all employees equally accountable for the performance of their duties, and resolve issues brought to town hall.

Accordingly, the town should draft a special act establishing a strong town administrator with broad financial and operational management responsibilities and functions. At a minimum, the duties should spell out direct management or oversight roles in these areas: budget process, financial operations, interdepartmental operations, policy analysis, personnel administration, procurement, and information technology. Additionally, the special act should formally acknowledge the town administrator's responsibility for appointing, supervising and evaluating department heads.

2. Combine Treasurer and Collector Positions

With the appointment of a town administrator with budget and financial management expertise, the town can choose to eliminate the finance director position. It can then combine the treasurer and collector functions. The town administrator would assume responsibility over financial management matters, while the role of the treasurer/collector would refocus squarely on cash management. Due to parallel job responsibilities and professional skill-sets, we routinely encourage communities to combine the offices of treasurer and collector into a single, appointed position as a way to streamline operations. Having all receipts collected, counted, posted, deposited and reconciled through one office makes organizational sense. Additionally, a vacancy due to the current collector's decision to retire sometime in the near future represents the best time to make such a transition.

3. Modify Finance Committee

We recommend that the town modify the appointment method and composition of its finance committee. Fairhaven's 13-member finance committee works on behalf of town meeting to develop the annual budget and make recommendations on articles presented in the warrant that involve

appropriation or impact town finances generally. Each of the town's six precincts, in caucus, appoints two members to the finance committee, with an additional member appointed at large by the moderator, chair of the board of selectmen, and chair of the finance committee from the preceding year.

The number and manner in which committee members are appointed falls outside common practice and does not lend itself to carrying out responsibilities effectively. From what we understand, it is difficult to get people to serve, some members are not active participants, and a high level of turnover exists. At the same time, we contend that the way in which members are appointed can build adversarial relationships in which special interest groups or regional agendas can control the committee.

We suggest that committee members be appointed by the town moderator and that the number of members be reduced to seven. This size and appointment procedure allows for the selection of a diverse group, based on their level of interest and expertise, to best represent the interests of the town as a whole. In our view, this design would make the process of attracting volunteers easier and help create a cohesive working body that would formulate fiscal policies and review spending priorities.

4. Eliminate Board of Public Works and Personnel Board

A clear trend has emerged among communities in favor of a vertically integrated organizational structure whereby department heads report directly to a chief administrative officer rather than a multitude of separately appointed or elected boards and committees. Separately elected boards, for instance, often times operate independently from the rest of town government. For this reason, we recommend that the town dissolve its elected board of public works and have the superintendent report directly to the newly formed position of town administrator.

For similar reasons, we recommend that the personnel board be eliminated. Defined in §61-3 of the Fairhaven Bylaws, selectmen appoint a three-member board to oversee the personnel system, including the classification and compensation plans, recruitment and selection policy, and personnel records. With the appointment of a town administrator, it is our expectation that the position would serve as personnel director. Similar to the way many communities operate, the town administrator would be charged with maintaining a centralized personnel record-keeping system, coordinating the recruitment, placement and hiring process, hearing employee grievances, and recommending disciplinary actions to the selectmen. This approach recognizes the growing importance of and risks inherent in personnel issues. The town is best served if a professional manager is assigned responsibility to protect the town's interest rather than a volunteer board, no matter how well intended.

5. Update Job Descriptions

In its simplest form, a job description is a list of functions, tasks and general responsibilities for a given position. However, it can be much more than that. Well thought out job descriptions not only define the knowledge and skill-sets required to do the job, but help articulate employee performance expectations. As a central component in any performance review process, the job description tells employees what they are expected to do and how their job fits into the overall department and town-wide operations.

We recommend that the town administrator work with department heads to conduct a systematic review of all staff responsibilities in order to develop corresponding job descriptions for each employee. The process should seek to confirm what employees actually do and that all responsibilities are accounted for and documented. Once established, local officials should create a mechanism for routinely reviewing employee job descriptions to confirm they are accurate and up-to-date. Based on our review, job descriptions in Fairhaven are largely outdated or do not exist.

6. Measure Department and Employee Performance

Any substantive performance review process begins at the top with well-defined organizational goals and objectives. In enunciating the goals for the town, local officials can then translate them into what individual departments are responsible for achieving in meeting objectives. This is then funneled down to each employee who is evaluated based on their specific performance.

The only mention we found of town-wide goals and objectives in Fairhaven was the town's master plan—a document prepared for the planning board, which serves as the primary policy statement on future development. Although functional, the nature of the document is focused on the environment, housing, land use, transportation, demographics, cultural resources and economic activities involved in the long-term physical development of the town. It is not focused on operational performance.

Moving forward, we envision the town administrator engaging department heads to develop a comprehensive list of clearly definable annual goals and objectives related to operational performance. Goals would be broad statements of purpose, while objectives would offer specific strategies to attain preferred results. With this guidance, a series of specific and measurable benchmarks can be developed for each department that would be consistent with a longer-term plan outlined for the town.

7. Revise New Hire Process

Hiring good people is perhaps the most critical management decision that local officials make. Building a strong team is not only foundational to everything the town does, but puts it in a better position to

achieve desired results for the taxpayers. For this reason, it is important to have a fair, equitable and straight forward hiring process that embodies the integrity, character and values of the town.

In Fairhaven, the board of selectmen appoints all employees under their jurisdiction. As a consequence, department managers have a secondary role in hiring their own staff. From what we understand, initial interviews are conducted by a member of the board of selectmen, the finance director and the department manager. We were also informed that candidates are often not notified that they will be interviewed before a committee. Once a decision is reached by this hiring team, the candidate is presented to the board of selectmen for appointment.

In selecting a person for a municipal job, the department head is best positioned to judge who is the most well suited candidate. Interviews are also occasions where the candidate forms opinions about working in the position and for the manager. With these goals in mind, involving those who oversee the department head in the initial interview process is counterproductive. More importantly, an early interview by this type of committee is not only intimidating and confusing for a candidate, but it undermines the management authority of the department head.

Going forward, the town administrator should be granted authority to hire department managers who in turn would be authorized to hire their own staff. Through a systematic vetting process, the town administrator, working with a department manager, would determine the need for a new or replacement position. A clear job description defining the position's role and responsibilities would be developed that focuses on the key requirements and any special qualifications for the job. Next, the position would be posted and advertised online. Applications would be reviewed by the hiring manager who would schedule interviews. Prior to the interview, candidates should be made fully aware of the screening process. Department heads would be selected subject to confirmation of the board of selectmen, while department staff would be subject to confirmation by the town administrator.

8. Develop Board of Selectmen Policy Manual

We recommend that the board of selectmen publish a policies and procedures manual. A manual is an effective management tool that is often viewed as the strategic link between the board's vision for the community and how it will operate day-to-day. In its basic form, the manual is instructive in that it sets out how the board conducts business by defining what they do and how they will do it. In doing so, the manual ensures a level of transparency in operations and demonstrates good administration through continuity in decision-making. To develop the document, we encourage the board to gather and review manuals from other communities, including the towns of Lexington, Andover and Sherborn. These sample documents will provide the board with some direction and offer insight in how the manual might be organized. Once complete, the manual will serve as a valuable reference guide for future boards and the community at large.

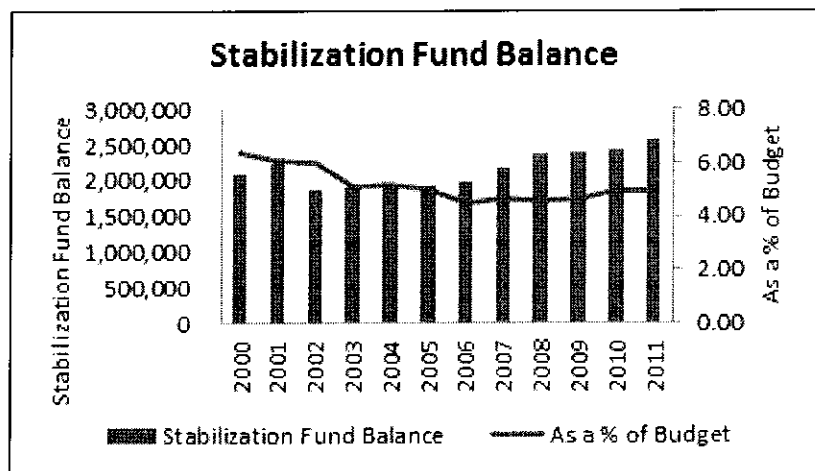
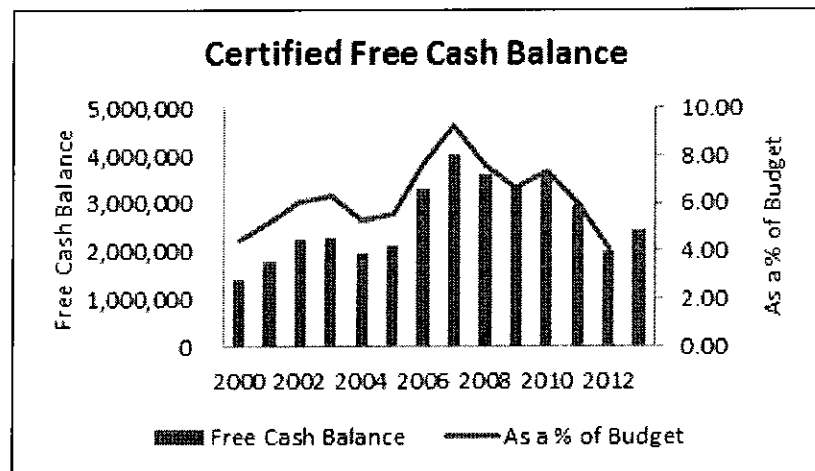
Budget Process and Policy

The Town of Fairhaven's total operating budget in FY2012 was \$49,119,106. Of general fund revenues, 62 percent were derived from tax levy, 28 percent from state aid, 5 percent from local receipts, and 5 percent from all other sources. Since the start of the recession four years ago, Fairhaven's overall revenues are down almost 3.5 percent, or \$1,642,787. At the same time, there has been an increasing reliance on property taxes to cover costs because of declining state aid and local receipts. Between FY2009 and FY2012, the percentage of revenues attributed to the tax levy has increased nearly 6 percent.

Among other available funds, Fairhaven's certified free cash balance as of July 1, 2012 was \$2,448,733. The town also had \$2,637,780, available in its rainy day stabilization fund as of July 1, 2012. Although the combined balance between these funds is viewed positively by credit rating agencies and others, Fairhaven's available free cash has seen a steady decline in recent years.

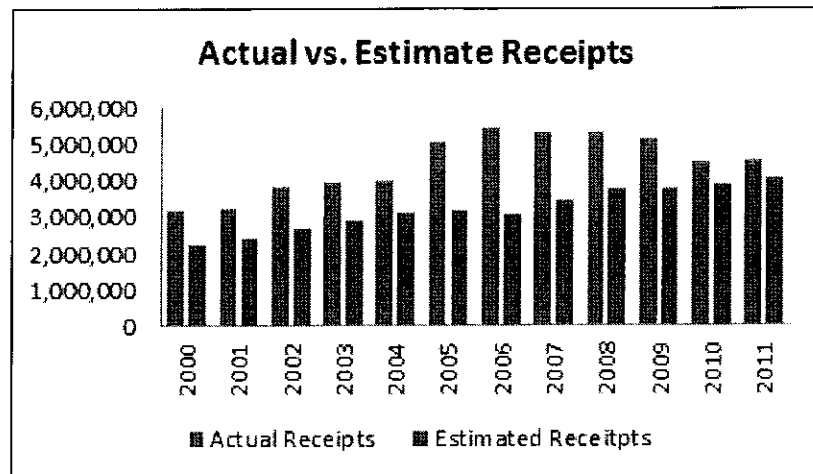
Since its peak in FY2007, free cash has dropped by \$1,550,681 or nearly 40 percent—the primary reason being the narrowing gap between estimated and actual local receipts. See the chart on the following page.

In Fairhaven, 54 percent of the general fund spending is on education, with other shares attributed to public safety at 14 percent, fixed costs at 8 percent, and public works at 7 percent. The other remaining portions include debt service (6 percent), general government (4 percent), human services (3 percent) and culture and recreation (2 percent). Total debt service as a percentage of the overall budget has remained relatively static over the last decade. The bulk of the town's debt service is associated with debt exclusions under Proposition 2½ or with enterprise funds.



The annual budget process in Fairhaven typically begins sometime between October and December with an “economic summit”. The summit, which includes the executive secretary, director of finance, representatives from various departments, and the board of selectmen and finance committee, is used to review the current state of the economy and establish a general sense

of revenues for the year ahead. In the weeks following the meeting, the finance committee distributes a “Proposed Fiscal Year Budgets and Articles” letter to town boards, committees and department heads. The letter provides an outlook for the upcoming year, along with a series of budgetary guidelines and instructions.



Individual department requests are submitted to the selectmen’s office by January, at which point they are combined into an omnibus budget workbook by the selectmen’s office. At the same time, departments are asked to schedule an appointment to review and defend their appropriation requests at a public hearing in front of the finance committee in January, February, or March. The budget workbook is then distributed to the board of selectmen and finance committee for their review and consideration. At the conclusion of public hearings, the finance committee and the board of selectmen, along with senior staff, reconcile areas of disagreement in the hopes of reaching consensus ahead of town meeting.

Fairhaven’s annual town meeting begins on the first Monday in April with the election of town officials and town meeting members. The meeting is then adjourned to the first Monday in May where town meeting members consider articles presented in the warrant. In general, Fairhaven will bundle a spring special town meeting with the annual town meeting to close out prior year business and to handle matters that came up after the publication and distribution of the annual town meeting warrant, like zoning articles. Fairhaven usually limits the number of special town meetings to the one in the spring, although fall and winter meetings are occurring with more regularity.

The town’s budget process, however, does not involve a separately appointed capital planning committee. Lacking a formal capital improvement plan, individual capital requests are itemized and submitted as part of a department’s appropriation request for town meeting. This includes the routine replacement of police cruisers and any normal maintenance spending by the department of public works. Purchases that fall outside a routine replacement schedule such as building renovations are otherwise submitted in a separate warrant article for town meeting. Without a formal plan, prioritizing the town’s overall capital or deferred maintenance needs is left to an annual ad hoc process.

Over the last decade, Fairhaven has committed to a fiscally conservative, albeit informal, philosophy of frugal financial management. This has resulted in lower tax bills in comparison to peer communities and elevated free cash and stabilization reserve levels. Unfortunately, it may have also come at a cost. Lacking any formal strategy or documented financial goals, decisions related to capital spending, for instance, can appear to be made in a vacuum without broader consideration of the true needs of the community.

Given today's economic climate, this ad hoc approach to planning may no longer be sustainable. The loss of revenues coupled with ever-increasing fixed costs requires local leaders to think strategically about how they will cover the cost of operating municipal services. No longer would revenue estimates be a continually moving target as they have been in the past. This perception that revenues are repeatedly adjusted undermines the integrity of the budget process as a whole, especially when selected departments see increases in their expense budget above and beyond what they originally requested.

The recommendations below focus on a formal budget process. We introduce the importance of initiating a capital planning program, as well as developing guidelines for building and preserving free cash and stabilization reserve levels. We highlight the need to develop a strategy on funding other post-employment benefits, establishing a written policy on indirect costs for enterprise funds, and the potential for developing a revenue sharing agreement with schools.

9. Adopt Formal Budget Process

We recommend that the budget process be formally adopted and codified either in a bylaw or as part of a more comprehensive charter process. A charter provision or bylaw would generally identify roles, responsibilities and timelines for the budget process. It would establish a sequence for task completion and deadlines for the collection and analysis of information. Because Massachusetts municipal budgets are revenue driven (i.e., a community can only spend to the extent it has anticipated income) the development of revenue projections should mark the beginning of the annual budget process.

In general, codifying the budget process will go far to ensure consistency from year to year. In doing so, it would inspire confidence among department heads, selectmen, finance committee members and residents that budget decisions are made pursuant to a thoughtful process over time even as elected and appointed officials change. Consistent with our earlier recommendation, we would expect the town administrator to have a prominent role in the budget development process.

We recommend that the town modify its budget process and adopt budget policies that contain the following components:

Early start – The budget process should begin early in the fall with a budget calendar agreed to by the town administrator, the selectmen and the finance committee. In the next step, revenue projections are developed by the town administrator. We expect that to arrive at estimates, the town administrator would work with the accountant and other financial management team members and department heads whose offices generate revenue. The finance committee chair should also be involved in the process.

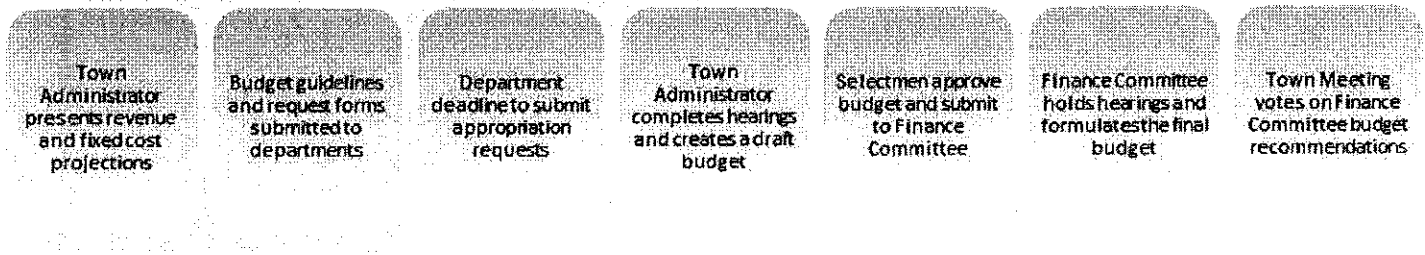
Consensus – We recommend that the town administrator present revenue and fix cost projections such as health care coverage, pension obligations, and debt service to a joint meeting of the selectmen, finance committee and school committee. To facilitate long-term thinking, a multi-year forecast should be produced. A consensus accepting the projections should be recorded. If possible, agreement should be reached on how future increases in revenue projections will be divided, especially between the town and school department. Budget guidelines should emerge from this process and be circulated to department heads with a request for appropriation needs. As adjustments occur to state aid, if any, the town administrator should communicate and confirm to the selectmen and finance committee the previous consensus on the allocation of the additional revenue.

Linear Process – Once department requests are received, a linear budget process should follow. Typically, the town administrator would meet with department heads to review requests and would then develop an omnibus budget for presentation to the selectmen. The selectmen would review, with the town administrator, his budget recommendation. If desired, they would meet with managers of major town departments only. Subject to any changes, the selectmen would approve the town budget and forward it to the finance committee. Once the finance committee completes its budget hearings with department heads and review of other warrant articles impacting town finances, and incorporates its changes, if any, the budget would be made ready for town meeting.

Communication – Necessary to the process is a high level of communication between and among local officials. Joint meetings serve this purpose. The exchange of information should be on-going among the town administrator, selectmen, finance committee and the town's financial officers, particularly as they get deeper into the process. In this way, town leaders can present a unified budget position at town meeting which will go far to build public confidence in the process and the persons involved.

Routine Monitoring – To ensure that the adopted budget is kept on track, the accountant should distribute monthly expenditure reports and periodic revenue reports. With this information, the town administrator will be able to monitor revenues and expenditures to make sure the budget is on target, or to prepare corrective action if it is not. If problems appear, the town administrator should inform the selectmen and finance committee chair.

The diagram on the following page illustrates the major milestones that would be incorporated into a budget calendar:



10. Establish a Capital Improvement Program

We recommend that the town administrator establish a capital improvement program. From what we understand, the town has periodically attempted to develop a capital program, but with little success. A comprehensive capital program is one of the cornerstones of sound financial planning. In its design, a capital program serves as an effective resource allocation tool by enabling officials to direct scarce resources to prioritized needs. Established through bylaw or town charter, it would facilitate a strategic planning process built upon an explicit long-term vision and a multi-year capital plan that embodies clear standards and capital spending priorities.

For additional assistance, we direct local officials to the Developing a Capital Improvement Program Manual available at www.mass.gov/dls under financial management assistance > publications and other useful links.

11. Adopt Stabilization and Free Cash Guidelines

We recommend that selectmen and the finance committee establish written guidelines for funding and appropriating from free cash and stabilization reserves. A free cash policy should limit the amount that can be used, or establish an amount that must remain as a starting point for next year's free cash calculation. For instance, if the town chooses to direct a portion of free cash to a recurring spending purpose, then an equal amount should be retained as unexpended so that it might carry forward into the subsequent year's free cash calculation. As a matter of practice, the town should resist using free cash to supplement current year operations (e.g., at a fall town meeting), using it instead to fund a portion of the capital budget or to serve as a funding source for next year's budget.

A stabilization fund policy should identify target levels in a total dollar amount or as a percentage of the total budget. Three-to-five percent of the budget is the recommended range by credit rating agencies. The policy might also specify that excess free cash or certain, recurring income streams become a stabilization funding source. The use of stabilization might be restricted to non-recurring expenditures and only in an amount above a certain dollar threshold. The town might also explore the use of special purpose stabilization funds, which can be funded through a debt exclusion under M.G.L c. 40, §5B.

Separately, local officials should define a debt policy that directly relates to the town's capital improvement program. A policy would specify what spending purposes would qualify for bonding, and help control the amount of debt issued by tying debt service levels to a percentage of total general fund revenues (exclusive of free cash, stabilization, or debt exclusion revenue). The policy would also direct an annual review of previously authorized or issued debt, with the purpose of redirecting any remaining balances where projects are completed, abandoned, or have yet to begin after a certain period has passed since authorization (often, this is set every two years).

For additional guidance, we direct local officials to our Sound Financial Management Practices webpage at www.mass.gov/dls under financial management assistance.

12. Devise OPEB Liability Strategy

Other Post-employment Benefits (OPEB) represents non-pension benefits, including healthcare and other insurance programs, earned by public employees to be distributed upon retirement. In compliance with Statement 45 of the Governmental Accounting Standards Board (GASB), Fairhaven must actuarially calculate the level of the town's unfunded OPEB liability at least every two or three years depending on the number of plan participants.

While Massachusetts law requires state and local governments to fund pension liabilities, there is no corresponding legal requirement for funding OPEB. Fairhaven, like many communities across the state, follows a practice of merely paying for OPEB on a pay-as-you-go basis with no formal policy for addressing the totality of the unfunded liability. Although this approach may be practical given the town's inability to carve out additional funds to finance the obligation, it may be shortsighted.

To help address the escalating cost of OPEB, we recommend that the town apply various measures to reduce the overall liability in order to achieve some potential cost savings down the road. These options, some of which the town has pursued, include:

- Requiring eligible retirees age 65 and over to enroll in Medicare through local acceptance of M.G.L. c. 32, §18B.

- Verifying the Medicaid status of retirees already over 65 and referring appropriate persons for enrollment.
- Auditing the group health insurance rolls and dropping participants found to be ineligible.
- Adopting a rule that blocks retirees who did not enroll when initially eligible in the group health insurance program from enrolling in the future.
- Allowing employees to waive their rights to group health insurance.
- Collectively bargaining new agreements that reduce the town's premiums.
- Negotiating for further phased-in reductions over the next three years and for lower town insurance contributions for new hires.

Additionally, local officials should begin to formulate a strategy for funding its OPEB liability. Because the cost of doing so can appear overwhelming given the size of the liability, we recommend an incremental approach, especially during these difficult economic times, that seeks to deposit only modest, affordable amounts. Then, as the economy recovers, the town can decide what additional revenue could be allocated to the fund.

In considering sources for OPEB fund contributions, the town could decide to appropriate amounts equal to its Medicare Part D federal reimbursements. Alternatively, the equivalent of any monies saved through conservative annual healthcare spending estimates could be applied to the fund. The town might also consider investing monies with the State Retiree Benefits Trust Fund established in M.G.L. c. 32A, §24. The following links from the Office of Administration and Finance's webpage provides further guidance about this option and OPEB issues generally: www.mass.gov/anf/srbtf.html, www.mass.gov/anf/opeb-commission.html.

13. Establish a Formal Procedure for Calculating Indirect Costs

Enterprise fund accounting establishes a separate mechanism for the accounting and financial reporting of municipal services for which fees are charged in exchange for services. In Fairhaven, the water, sewer and recreation departments each operate under enterprise fund accounting. One aspect of enterprise fund accounting obligates the department to reimburse the town for certain expenditures paid from the general fund or the value of services provided by town employees for the benefit of the enterprise operation. Some of these "indirect costs" are easy to identify, while the costs attributable to others requires some analysis to uncover.

Today, the town arrives at an annual dollar value that serves to compensate the general fund for the services provided and fixed costs associated with the various enterprise funds. There is no written policy for the indirect costs of the water, sewer and recreation departments, and the charge backs have not changed in some time.

For this reason, the town administrator should develop a formal indirect cost agreement for each enterprise fund. Once an agreement is reached between the town administrator and the enterprise fund managers, the formula would be presented to the board of selectmen and serve as the basis for determining an annual indirect cost payment to the town going forward. The formula should be reasonable and produce a fair and consistent annual payment to the town.

14. Consider Revenue Sharing Agreement with Schools

Many communities have avoided town-school struggles over resources by agreeing that a certain percentage of revenue will be allocated between town and school operations. This ratio would apply to revenue projections completed at the start of the budget process, to subsequent revenue adjustments as more information becomes available, and to any unexpected and available income the town might realize during the year. Since general revenues cannot be earmarked, this becomes an informal agreement, which can be documented in a memorandum of understanding or in an accepted policy.

To arrive at a ratio, a small joint committee should be formed to analyze spending over a ten-year period. It should seek to account for, or even out, aberrations in revenues or expenditures. The goal should be to find middle ground that is fair and will provide equal prospects for future gains. It also makes sense to extract off the top, or net out, revenues necessary to cover fixed costs. These would normally include debt principal and interest, bond costs, pension contributions, unemployment compensation, employee benefits, and property and liability insurance.

This approach only works if all parties understand and agree that the rules will not change in midyear. Once the annual budget is approved in the spring, absent unforeseen circumstances, there can be no option for an allocation above the agreed-upon ratio.

The reverse should also be planned for and documented in the same policy. During difficult economic times when revenues are declining, it is important to have a similar understanding on how the town and school will share the burden of budget cuts. While the school is somewhat insulated because of provisions associated with net school spending requirements, the town has no similar avenue to preserve minimum expenditure levels. Therefore, when budget cuts occur, it typically has a more adverse impact on town operations, as opposed to the schools.

Included in the Appendix is an example of the revenue sharing agreement from the Town of Marshfield.

Overall Financial Management Operations

During the course of our review, we examined the practices and procedures that take place within Fairhaven's municipal finance operations. Included were the offices of the director of finance/treasurer, town accountant, tax collector and administrative assistant to the board of assessors. The responsibilities carried out within each of these departments are critical to the financial well-being of the town. The success of these offices depends largely on the leadership ability of those in charge and on local officials' ability to communicate with one another, collaborate on various reporting responsibilities, and generally coordinate municipal financial management activities. Below is a brief description of the town's financial operations along with a summary of our observations and recommendations.

Director of Finance/Treasurer – The director of finance, who also serves as town treasurer, is appointed by and reports to the board of selectmen. The finance director is responsible for the operation of the finance department including the divisions of accounting, collection, assessing, treasurer and purchasing according to §37-2 of the town bylaws. As treasurer, he receives support from a full-time assistant treasurer and payroll clerk. The assistant treasurer data enters cash receipts, prepares daily deposits, and reconciles cash to bank statements monthly. The payroll clerk is responsible for data entering time and attendance and processing withholdings for employees across all town departments. Vadar Systems serves as the town's financial management software, while payroll is processed through Harpers Payroll Services. The finance director/treasurer position is currently vacant given the recent resignation of the incumbent who held the position since 2005.

Town Accountant – Fairhaven's town accountant is appointed by the board of selectmen, but reports to the director of finance. She has served in the position for 17 years. She is supported by a part-time, 19 hours per week, accounts payable clerk. Staff from other departments also assist about 2½ - 3 hours per week as needed to complete accounts payable related work, including data entry and reviewing bills. As town accountant, she has the legal obligation to oversee the town's financial activities. This includes the reconciliation of cash and receivable accounts, maintenance of the general ledger, distribution of expenditure reports, and custody of all contracts. She also develops and prepares year-end financial reports, including the balance sheet and revenue and expense statements for the audit process and for the certification of free cash and Schedule A.

Town Collector – The town collector in Fairhaven is appointed by the board of selectmen and reports to the finance director. She is certified by the Massachusetts Collectors and Treasurers Association, and has been with the town for 24 years. Office staff includes a full-time assistant town collector and two senior clerks. Office responsibilities include the collection of quarterly real estate and personal property taxes, motor vehicle and boat excises annually, as well as semi-annual water and sewer bills, and an annual waterways user fee. The collector receives a commitment from the assessors and maintains a receivable control where all monies received and refunds, abatements and exemptions are recorded. Tax

payments are received over-the-counter, by lockbox, online and through the mail. The town contracts with Bill Trust for printing, stuffing and mailing of bills. Tax demands are issued and tax takings are completed timely on delinquent accounts, and municipal lien certificates are issued by the department.

Board of Assessors – Fairhaven has a three member board of assessors appointed by the board of selectmen. To carry out day-to-day responsibilities, the office is staffed by a full-time administrative assistant who is appointed by the board of selectmen and reports to the finance director. There are also two senior clerks. The administrative assistant has been with the town for 19 years. Field work, including the inspection of sales, building permits and abatements, as well as the cyclical re-measure and list is handled by in-house staff. Patriot Properties is consulted on interim and triennial revaluations and certifications, and their computer assisted mass appraisal software application is used for the analysis and maintenance of property records. The department also generates the commitment, which authorizes the town collector to collect property and excise taxes.

Overall, we feel that Fairhaven's finance department operates at a professional level. As we stated in the overview, town receipts are collected and accounted for, vendor and payroll warrants are processed and approved, and town obligations are met. Records also appear up to date, accurate and reconciled in a more or less timely fashion. From our vantage point, communication and the regular exchange of information between offices also appears to be good. Although approval of the Tax Recapitulation Sheet by DOR has been a struggle, it is completed timely. On the other hand, to the credit of the town accountant, the balance sheet for the certification of free cash and the Schedule A are completed timely and quickly approved. Beyond these observations, we include a series of recommendations below that are intended to reinforce Fairhaven's financial management practices.

15. Initiate Department Level Entry of Accounts Payable and Payroll

In 2005 the town spent about \$250,000 dollars updating the computer system and purchasing the Vardar financial management software. This robust software package is designed to integrate reporting and recordkeeping responsibilities related to tax billing and collection, fund accounting, and payroll.

To use the software to its fullest, we recommend that departments on the town's computer network be granted data entry user rights to the Vadar system. Shifting certain data entry tasks would significantly increase efficiencies in the treasurer/collector's and accountant's offices without creating undue burdens for the departments. With proper training, the departments could be given responsibility for data entering all their own vendor payment requests and payroll data.

Departments would still need to submit supporting documents to our recommended treasurer/collector and the accountant to maintain necessary controls. For payroll, departments would submit hard copy summary reports signed by department managers to the treasurer/collector. The department heads

would be responsible for the accuracy of the individual time sheets, which will be kept in the departments' files. For invoices, departments would input the data, retain paper or scanned copies, and send originals to the accountant, also with department head signatures.

The treasurer/collector and accountant or their staff would review the electronic entries against submitted hard copy documents before accepting and posting them to Vadar. After posting, the accountant would submit the payable data on warrants to the selectmen for approval.

This system would be best implemented in phases, selecting one or two departments to start and reviewing their progress before expanding to other departments. For any departments that are not on the network or that have infrequent submissions, the current, manual process would continue. Once established, although paper documents are still transferred, the electronic transmission of financial data will greatly reduce the amount of manual entries performed in the financial offices, freeing up staff to perform other activities.

16. Implement Purchase Order System

With town meeting approval of the annual budget, department managers are authorized to expend their respective appropriations as of July 1. Checks and balances are built into the verification process completed by the town accountant after goods or services are received, and before invoices are placed on the vendor warrant. The town accountant is responsible for reviewing the invoice and certifying that funds are available to cover the costs, that the purpose is consistent with the intent of the appropriation, and that no fraud is evident. Clarifications can be sought, but if criteria are met, a department manager's spending decision cannot be reversed.

However, if local officials have a desire to track and control spending more closely Fairhaven could implement a purchase order (PO) system. A PO system requires departments to receive pre-approval by the accountant's verification at the start of the process. Once approved, the funding is encumbered by the town accounting office and a purchase order is issued. Invoices over \$5,000 would be forwarded to the town administrator who as chief procurement officer verifies compliance with state procurement rules under M.G.L. c. 30B prior to expenditure. If implemented, we encourage the town to adopt a minimum PO amount. To establish a minimum threshold amount, local officials should review all prior year purchases to evaluate where a reasonable minimum purchase order amount might fall. Expenditures below the threshold would be processed as they are currently.

17. Hold Department Head and Finance Team Meetings

One of the hurdles in local government is coordinating activities across personnel in town hall. For this reason, we routinely recommend that town administrators hold regular department head and financial

management team meetings as a way to improve communication between and among the various offices. Held every month, regular department head meetings are a vehicle for sharing information and discussing important issues impacting the town. Financial management team meetings, on the other hand, are more focused and only include the town administrator, town accountant, treasurer/collector, and the administrative assistant to the board of assessors. These meetings allow the town administrator to direct financial planning and strategic decision-making efforts. Town administrators have inherent authority to call these meetings, but they can also be directed through adoption of a bylaw.

18. Solicit Audit Services

Fairhaven has been with the same audit firm for at least the last eight years. As a routine practice, we comment on the number of years that a municipality might contract with or rely on the same outside auditor, because best practice dictates that communities should solicit for auditing services every five to eight years. The Government Finance Officers Association (GFOA) recommends that communities enter into multi-year agreements with auditors, or a series of one-year contracts, for a term of at least five years. A multi-year agreement allows for greater continuity and enables a new auditor to spread initial start-up costs over multiple years, potentially reducing costs in the initial years. However, after this term, GFOA recommends an open competitive selection process and a rotation of auditors after each multi-year agreement. Contracting with a new audit firm can bring a fresh perspective and reflects good practice.

19. Revise Finance Reserve Request Procedures

We recommend that transfer requests from the finance committee's reserve fund be channeled through the town administrator, the chief budget officer. The finance committee's reserve fund exists to fund extraordinary, unforeseen expenses and is disbursed through transfers approved by the finance committee. In Fairhaven, departments request transfers by submitting reserve fund transfer forms directly to the finance committee. This approach, however, bypasses the finance director and executive secretary, under today's current governance structure, as well as the department's own appointing authority. In the future, a department manager should complete the necessary form detailing the request and submit it directly to the town administrator. The town administrator would then review, sign and forward the request to the finance committee for final approval. Any department request received outside this approval process should be redirected back to the department for submission to the town administrator. The finance committee can distribute a short memo, signed by the town administrator, describing the policy change.

Additionally, we recommend that the finance committee adhere strictly to the purposes for which the reserve fund can be used. A review of finance committee transfers over the last two fiscal years reveals the use of reserve funds that, in some instance, appear to marginally comply with the statutory

requirements, including transfers for payroll, health insurance, as well as more than a half dozen transfers that have no description other than they occurred just prior to the close of the fiscal year.

Under MGL Ch. 40 §5A, reserve funds may be transferred to an existing, or newly created account, only for extraordinary or unforeseen expenditures, which include emergencies. Generally, if a diligent budget process could have anticipated the cost, then it does not qualify as unforeseen. As to what qualifies as an emergency, the determination falls to the finance committee, and can include circumstances where delays to act would be prohibitively costly, or when the amount requested is too small to justify the expense of calling a special town meeting. Common sense should prevail. Ultimately, reserve transfers cannot be used to by-pass, or render invalid, a legitimate town meeting decision.

20. Transfer Custody of all Municipal Bank Accounts to Treasurer

We recommend that all bank accounts under the control of the tax collector be closed or custody be transferred to the town treasurer. The collector maintains multiple bank accounts separate from the treasurer for the deposit of tax receipts. Generally, once payments clear, money is deposited in the treasurer's account.

Most likely a remnant of years past when the tax collector would retain fees as a form of compensation, the bank account is no longer necessary. In closing or transferring custody, tax receipts would flow directly to the treasurer when deposited by the tax collector into the town's general depository account. In this way, funds immediately become part of the town's general cash flow to generate interest and are in the custody of the town treasurer as required by M.G.L. c. 41, §35. To our knowledge, the tax collector's accounts include a general depository with Rockland Trust, a lockbox account with Citizens Bank, a deputy collector account with Cape Cod Five Cents Savings Bank, and an online payment account with Unibank.

Separately, once a decision is made to close or transfer custody of the accounts to the town treasurer, we encourage the tax collector and treasurer to use a check scanner. Available through the bank, a countertop check scanner is merely a device that allows the tax collector and treasurer to deposit checks, but not cash, directly to the bank rather than having to make periodic trips to the bank.

21. Review Payment Plans and Develop Plan to Resolve Tax Title Backlog

Fairhaven has been reasonably aggressive in its pursuit of outstanding taxes, including foreclosing on a number of parcels. Nevertheless, the town has approximately 120 parcels in tax title with \$2,052,266 owed in overdue property taxes, fees, interest and other charges. To reduce this number, we suggest that

the treasurer formulate a plan to organize tax titles into the subgroupings listed below, and then act to move them through the appropriate process:

Land of low value – These properties, improved or vacant, can be placed on a fast track toward auction outside Land Court proceedings. To qualify, a tax title property must have a current assessed value less than \$19,970 for calendar year 2012.

Multiple parcels under single ownership – On the town's list of tax title accounts, there are a few instances where individuals own multiple properties. Greater efficiencies can be gained by dealing with these properties together either in Land Court or during a negotiation of a partial payment agreement.

Accounts with bad addresses and/or deceased properties owners – These accounts should be individually investigated to determine the likelihood of identifying legal owners, or person(s) in possession. If an owner is found, contact should be made. If after a diligent search, an owner cannot be found, alternative action should be considered. Available options include a petition to the Commissioner of Revenue under M.G.L. c. 59, §11 seeking authorization to assess taxes to the person in possession of the property (if this is the case), or to assess the taxes to persons unknown.

Existing partial payment agreements – Existing agreements should be reviewed to ensure that each is being honored and that payments are sufficient enough to pay down the outstanding tax balance within a reasonable time. If not, the agreement should be restructured or voided, and foreclosure proceedings should be initiated. Fairhaven has approximately 30 active payment plan agreements in place.

Contaminated Land – In Fairhaven, about \$440,000 of overdue property taxes is owed by the old Atlas Tack Corp located at 83 Pleasant Street. The property is currently designated a superfund site slated for cleanup and continued monitoring because of the presence of hazardous substances. In this instance, the assessor should revisit the parcel's current value to confirm that it reflects the contamination. We also recommend that a notification be placed on the property record card to prevent any future local official from inadvertently foreclosing on the property and assuming the liability.

Remaining accounts – These accounts are the most likely candidates for outside legal assistance. We recommend the treasurer identify properties with the highest outstanding balance and solicit legal services through a request for proposals. Let respondents provide details on how many accounts, on what basis and for what fee each would contract with the town. The process can be replicated as needed to reduce the number of tax title accounts.

To reduce tax title accounts and collect any portion of the outstanding taxes owed the town will require a commitment not just from the treasurer, but from the board of selectmen and town meeting as well. A well thought-out plan of action, supported by an infusion of resources, can help maximize collections

and convince current and potential delinquent taxpayers of the town's seriousness in the collection of taxes.

22. Review Payroll Procedures

We recommend that the town administrator, accountant and payroll clerk meet to reevaluate the current payroll process and related recordkeeping practices in order to streamline operations. The weekly payroll process in Fairhaven appears burdensome and overly complex. For instance, the payroll clerk distributes prepopulated timesheets to departments that include employee pay rates; she produces and provides departments with a copy of the payroll register to reconcile payroll; manually calculates off-duty detail pay from individual invoices for each officer; and reconciles the various accounts from which employees are paid through a "job costing" analysis. She also transmits withholding detail for union dues and for teacher defined contribution plans back to departments so that they can return them to her to be placed on a separate vendor warrant for employee withholdings.

To help alleviate some of these issues and improve the payroll process we offer several recommendations below:

Convert to a biweekly payroll process – A biweekly payroll schedule reduces staff workloads by simply spreading the processing time across an additional week. In doing so, the payroll clerk is free to focus on other related responsibilities. A move to a biweekly pay period is a change that will require collective bargaining.

Enter payroll at the department level – By granting access to the Harpers payroll program, the payroll clerk can transition away from data entering departmental timesheets into the system. With direct entry of payroll at the department level, the payroll clerk can stop distributing and receiving hardcopy timesheets from each department. At the same time, she will no longer need to submit a copy of the payroll register to departments who can easily access the information through Harpers if necessary. There may be an additional cost associated with expanding data entry to departments.

Stop treating payroll withholdings as an invoice – The payroll warrant includes net salary amounts due employees and identifies gross amounts for federal income tax, Medicare, health insurance and other withholding categories. With approval of the payroll warrant by the board of selectmen, the treasurer has received authorization to cut checks to employees and make all necessary withholding payments. Withholding amounts due on a weekly basis can be distributed, while those due at the end of the month can be transferred to an agency account until payment is ready to be made. Withholdings need not be separately authorized to be paid through a vendor warrant.

Have police department calculate off-duty detail – Police detail payments should be calculated and submitted by the police department. We know of no other community where the town payroll clerk is responsible for receiving invoices and individually calculating police detail payments for officers. This work is most often completed at the police department and submitted to the payroll clerk.

Stop sending withholding information to departments – We know of no reason for the payroll clerk to distribute lists of employee paying union dues or teacher defined contribution payment withholding details to individual departments.

23. Integrate and Expand Geographic Information System (GIS)

It is our understanding that Fairhaven's planning board and board of public works use GIS technology, but that the systems are not integrated with one another. GIS is a powerful computer-based tool that when integrated and expanded across town offices can provide a convenient, informative and effective way to record and extract data relative to the town's engineering, utility, and infrastructure data. When fully integrated, GIS incorporates the assessor's property records and any other useful information related to real property or the natural characteristics of the town. For this reason, we advise local officials to integrate and expand the use of GIS. Once in place, the assessing office, for instance, can use the software to easily generate abutters lists or publish maps online, rather than relying on hardcopy records. Converting existing records and plans into a digital format for the database requires extensive work before benefits can be fully realized. However, use by multiple departments can help justify any additional expense.

24. Format Bill Envelopes

We recommend that the assessors work with the collector and Bill Trust, who does the town's printing, to alter how old and new property owners appear on tax bills. State law requires that real estate taxes be assessed to the property owner as of January 1 of each year. If title to the property is transferred later, the new owner is listed in the assessors system as a "care of." When the tax bill is mailed, it is addressed to the old owner c/o the new owner at the property location. However, if the old owner instructs the post office to forward his or her mail to a different address, the bill goes there instead, and is subsequently returned to the town without payment.

To ensure that the tax is received by the new or current owner, the software from which bills are printed need only be reprogrammed to display the old owner's name apart from the address which would retain the new owner's name. Because bills go out in a window envelope, the prior owner's name can appear on the face of the bill, but outside the window. The result should be far fewer returned envelopes with unpaid bills to the collector's office.

25. Abandon Practice of Updating Hardcopy Property Record Cards

We recommend that the assessing office discontinue the practice of updating old property record cards. Property record cards are currently maintained in two places. The active cards are kept electronically on the Patriot Properties mass appraisal software, while a second set of hard copy cards are cataloged and stored. To our knowledge, the hard copy cards are updated manually every time a change is registered in the Patriot system in the event it crashes. This activity makes for duplicative and unnecessary work given computer safeguards and backup procedures in place. While the hard copy cards are worth keeping for historical reference, most communities have stopped updating them manually. The Patriot Properties system keeps a history log of data entered which is routinely backed-up.

Information Technology

Information technology (IT) for town hall is handled through an outside consultant who has been with the town for eight years. The primary services provided by the consultant are ensuring routine data back-ups, providing user support, and maintaining and updating servers and other computer hardware. The consultant generally works between 10-20 hours per month and reports to the director of finance. There is no formal contractual relationship or description of job responsibilities.

26. Execute Service Contract

We recommend that the board of selectmen enter into a written contract with the IT consultant. Like a job description for a town employee, a contract in a purchase of service situation clarifies expectations and responsibilities of the parties. It sets out rights, obligations and recourse in the case of disputes. We recognize that the town has a good, long standing relationship with the IT consultant, however, adding the formality of a contract is a common sense practice that helps minimize future risks. In particular, with the departure of the finance director, there is not institutional knowledge or record of the town's legal relationship with the IT consultant. And, without a contract in hand, we would question the ability of the accountant to determine whether invoices for payment can be processed.

27. Store Backups Offsite

All computer-related backup tapes should be securely housed offsite. Backups generally refer to the copy of computer data files onto tapes, which are available to restore information in the event of a loss. Although computer files are currently being backed-up on a routine schedule, tapes are maintained onsite. In the event of a fire, for example, both the original data source and backup is exposed to loss. For these reasons, we advise the IT consultant move them to a secure offsite location, such as the fire station.

Alternatively, we suggest that the town explore backup options, including the so called "cloud." This emerging service is provided by numerous companies so that the town's computer data and system applications are stored remotely in a secure offsite location and in the event of a local disaster your data is still retrievable. Typically, backup software is installed which manages the file selection, backup scheduling and location of backups. Because of the high volume and importance of data stored at these locations, security and other protections are almost always more comprehensive than what the town could otherwise provide for itself.

28. Adopt Four-Year Replacement Schedule for Computer Equipment

We recommend a four-year replacement schedule for all town computers. Today, computers across town hall are generally replaced on an as needed basis, with new equipment going to departments deemed more essential. Although we can appreciate the town's desire to save money, the potential risks to the computer network and town data may outweigh the savings. After three years, chances are significantly higher that a hardware failure will occur which can be costly. Older computers require more repairs, outlive their ability to support applications, and experience performance declines. Under a four-year replacement schedule all town computers would be covered by a three-year warranty with the option for a one-year extension. Alternatively, local officials can weigh the cost of leasing computers, which also absolves them of maintenance and other ownership related concerns. Development and implementation of a replacement schedule would normally be an contractual responsibility of the IT consultant.

29. Maintain Log of Maintenance Requests

We recommend that the town's IT consultant begin tracking computer-related maintenance requests. Service requests in Fairhaven are initially channeled through the finance director/treasurer. Any issues he is unable to resolve are forwarded to the IT consultant. The IT consultant works remotely to correct the problem, but will travel to town hall if necessary. In either instance, however, computer maintenance issues are not recorded in a formal manner.

By maintaining a log of requests, the town is in a better position to identify potential problem areas or training needs. It also encourages a structured workflow and feeds into a standard reporting and tracking mechanism, which is good management practice. Alternatively, the town could invest in a simple help desk tracking application. In general, a basic system identifies when an issue was logged, who it was assigned to, what action has occurred, and when it was closed. Maintaining a log should be a contract requirement.

30. Outline Disaster Recovery Plan

We recommend that officials develop a formal IT disaster recovery plan. Any organization can experience a serious incident that stops normal day-to-day workflow and prevents it from continuing normal operations. Under these circumstances, it is important that a town craft a plan that ensures continuity of services. Although the town has taken steps to protect critical data, including routine computer data backups, officials should work toward the completion of a comprehensive written disaster recovery plan which addresses the following issues:

- Identify the maximum acceptable down-time for municipal operations and the maximum acceptable data loss (in terms of days), and ensure that systems are in place for data backup and storage to meet these predetermined requirements.
- Build and implement a well-documented plan that sets out step-by-step actions to be taken in the event of a minor or major data loss event.
- Train staff so that their individual and collective response is immediate and confident in the case of an event. Assign responsibilities and identify outside people or consultants to be contacted.
- Analyze the cost of the recovery program and allocate the resources necessary to implement it. Balance the value of data with the cost of recovery.
- Lastly, test and update the plan on regular basis.

Public Works Department

The public works department is governed by a five-member, elected board, with a superintendent overseeing day-to-day operations. The department is broken out into five separate divisions: highway; parks and grounds; water; sewer/wastewater; and administration. The highway division manages 105 miles of roadway, the Arsene Street recycle center, and over 100 town vehicles and pieces of equipment. Parks and Grounds maintain 17 parks, the West Island Town Beach, and many smaller town owned parcels. Water includes supplying water to over 6,000 properties using an average of 1.3 million gallons per day over 100 miles of water mains. Sewer involves managing the 5 million gallon per day treatment plant, the 100,000 gallon per day West Island Treatment Plant, and approximately 75 miles of sewer pipes and 16 pump stations. Administration includes customer relations, personnel and financial management, and long-range planning. Altogether the department has approximately 40 employees, including clerical staff. The superintendent has been on the job for just over a year, and previously worked as the superintendent of New Bedford's wastewater division.

31. Complete Five-Year Financial Forecast

We recommend that the superintendent develop a multiyear revenue and expenditure forecast for the water and sewer enterprise funds. Analyses of the ongoing relationship between revenue and expenditure trends in these funds will help planning for the future in an informed and thoughtful way. For example, forecasting works hand-in-hand with rate setting and capital spending. It produces a fiscal blueprint for enterprise operations by assessing the long-range fiscal impact of proposed initiatives before final action is taken. In developing a clearer picture of what the financial future holds, for instance, the water department could schedule the replacement of water meters to the AMR (automatic meter reading) devices to achieve greater efficiency and cost savings for ratepayers.

32. Implement Rate Adjustments at the Start of the Fiscal Year

We recommend that Fairhaven set water and sewer rates annually in the spring concurrent with the town's budget process. Because the water and sewer departments operate on a July-June fiscal year, their budget process should be parallel to the town's. It is our understanding that the board of public works reviews, and if necessary adjusts, water and sewer rates at any point during the year. They consider the prior year's revenues and expenses, correlate them with any retained earnings, and account for indirect costs to determine if the rates raise sufficient funds to cover operational costs. Moving this rate analysis to the springtime more fully aligns these funds' revenues and expenditures with the town's annual budget and financial reporting, and it justifies a consistent rate effective date of July 1st in

alignment with the town's fiscal year. Once this new process is established, we also recommend that it be formalized in the town bylaws.

33. Issue Utility Bills on a Monthly Cycle

Property owners across Fairhaven are currently billed on a semi-annual basis in October and May for water and sewer usage. The process of creating water and sewer commitments involves manually reading water meters for all properties in town and uploading the data into a software program that generates the commitment for bills. By issuing bills semi-annually the department spends a significant amount of time and energy sending staff throughout town to read meters. There is also a substantial lag between usage and billing for that period, attributable in part to the high volume of bills that require processing.

We suggest that local officials study the impact of moving to a new monthly schedule for reading meters and issuing bills. We envision the board apportioning town properties across six new billing districts, and creating a schedule for reading their meters twice per year. In doing so, the water and sewer departments would establish a regular date each month for completing and sending the commitment for one sixth of the town to the collector. In reducing the potential impact on the budget or cash flow, local officials should seek to implement this new billing cycle in conjunction with upgrading to a new radio read water meter system. Radio read water meters, which are able to read water consumption wirelessly from town offices, allow the department to track consumption information and therefore generate bills more quickly.

Natural Resources Department

The natural resources department in Fairhaven consists of the harbor master and shellfish warden. The harbor master is a full-time seasonal position, working 39 weeks of the year, while the shellfish warden works full-time throughout the year. The department is responsible for enforcing state laws and local rules and regulations, at the same time ensuring the safety of all boats and persons within Fairhaven waters and the 29.4 miles of coastline. In carrying out these responsibilities, the department performs a variety of administrative, maintenance, law enforcement, environmental monitoring, education, rescue, and other public safety duties. They also maintain the databases for boat excise and for the waterways user fee. The waterways user fee is imposed on all vessels over 16 feet in length that stay in Fairhaven waters for more than 14 days during the year, with certain exemptions for government vessels or those undergoing repairs.

34. Pursue Outstanding Amounts Due

We recommend that the harbor master pursue outstanding amounts due at Union Wharf. Under the authority of the harbor master, fishing vessels are permitted to dock at Union Wharf provided that they make a mandatory deposit of \$750 and pay a dockage fee of \$25 per day, per vessel. Failure to pay the required dockage fee results in loss of deposit up to the \$750 maximum, which is retained by the town. Due to historically slack collection practices, including the occasional failure to collect the mandatory deposit, Union Wharf has about \$15,000 in uncollected fees.

The harbor master should aggressively pursue these delinquent amounts. To begin, he should publish a clear set of docking regulations that define the general guidelines and rules for vessels docking in Fairhaven, including at Union Wharf. Only some are described in chapter 225 of the town's bylaws. Specifically stated should be docking permit application requirements, a schedule of fees, and any ramifications for failure to pay. In circumstances where a vessel fails to make the required deposit, mooring regulations should clearly state the authority of the harbor master to impound the vessel by court order under M.G.L. c 102.

For existing amounts due, the harbor master should research and pursue all avenues of collection. These would include seeking payment in small claims court or retaining the services of a deputy collector who specializes in collecting delinquent payments. Either way, the harbor master has a greater chance of collecting these payments owed. In rare instances when any outstanding account is determined to be uncollectible, a policy should be in place to write off amounts not paid. A standard policy would simply define the circumstances and time frame for which a payment will be deemed uncollectable and removed from the list of outstanding accounts.

Appendix

Exhibit I. Town of Marshfield School & Town Revenue Sharing Agreement

Purpose

To allocate general fund revenue sources and fixed cost expenditures in a predictable manner for the annual operating budget

General Fund Revenue Sources

The General Fund budget has the following main revenue sources:

1. Property Tax Levy
2. Local Receipts
3. Indirect Costs from enterprise funds

Other budget specific sources of revenue include:

1. Cemetery Perpetual Care Trust Fund
2. Waterways Fund
3. Wetlands Protection Fund
4. Licensing & Keeping of Dogs

At times, non-recurring revenue sources such as free cash, overlay surplus and stabilization fund may be used but it is strongly not recommended. Those non-recurring, one time revenues should be used for one-time expenditures such as capital projects to reduce future debt service expenses.

Identification of Fixed Costs

The following fixed costs are shared 50/50 by the school and town:

1. Employee benefits including Medicare, unemployment, health and life insurance and pension assessment
2. Services of independent audit firm
3. Snow and ice costs
4. General liability and property insurance including workers compensation
5. Facilities Director (salary and expenses)
6. Debt service
7. Reserve fund

Mutually agreed upon other fixed costs that arise or are inadvertently not listed may also be included. Also, mutually agreed upon special articles will also be shared 50/50

Annual Calculation and Allocation

As part of the budget cycle, the fiscal team shall review and prepare estimates of general fund revenue for the upcoming year as well as fixed cost expenditures. The estimated annual general fund revenues for the upcoming fiscal year will be reduced by the proposed shared fixed costs and the remaining revenue shall be split between the town and school. The split shall be equal to the average allocation of general fund budget, only as voted at the annual town meeting, attributable to town and school in the previous three years.

Reporting

The Annual Calculation and Allocation shall be presented to the Board of Selectmen, Advisory Board, School Committee and the public at a minimum of one public meeting prior to town meeting.

Acknowledgements

This report was prepared by the
Department of Revenue, Division of Local Services:

Robert G. Nunes, Deputy Commissioner & Director of Municipal Affairs

Frederick E. Kingsley, Bureau Chief,
Municipal Data Management and Technical Assistance Bureau

Joe Markarian, Director, Technical Assistance Section

Zack Blake, Project Manager, Technical Assistance Section

Jared Curtis, Field Representative, Bureau of Accounts

Stephan Sullivan, Community Advisor, Bureau of Local Assessment

In preparing this review,
DLS staff interviewed and/or received information from the following local officials:

Dr. Brian Bowcock, Chairman, Board of Selectmen
Charles Murphy, Sr., Selectman
Robert Espindola, Selectman
John Roderiques, Chairman, Finance Committee
Mark Sylvia, Town Moderator
Jeffrey Osuch, Executive Secretary
John Nunes, Former Finance Director/Treasurer
Lisa Rose, Assistant Treasurer
Suzanne Blais, Payroll Clerk
Anne Carreiro, Town Accountant
Jane Bettencourt, Admin. Asst. to Board of Assessors
Melody Perry, Senior Clerk
Kelly Ferranti, Senior Clerk
Carol Brandolini, Town Collector
Pamela Bettencourt, Assistant Town Collector
Helen DaCunha, Senior Clerk
Vicki Paquette, Senior Clerk
Bill McCaffery, Information Technology Consultant
Vincent Furtado, Public Works Superintendent
David Darmofal, Harbormaster/Asst. Shellfish Warden
Timothy Cox, Shellfish Warden/Asst. Harbormaster
Dr. Robert Baldwin, Superintendent of Schools
Paul Kitchen, School Business Administrator

Memorandum

4-12-2021

To: Selectman Freitas

From: Selectman Espindola

CC: Vicki Oliveira (record)

Subject: Agenda Item F.3 Discuss Town Administrator Screening Process.

Selectman Freitas,

I would like to make a motion to start the Town Administrator search process over and to agree to the following process;

1. Obtain quotes from Community Paradigm Services and The Collins Center to conduct the Job Search process again, utilizing the same Position Statement Drafted in the original process. The Board of Selectmen meet to select the firm to coordinate the search process.
2. Recruit seven (7) volunteers to participate in the process using the following procedure:
 - a. Three (3) Committee members will be advanced to the Screening Committee from the same three committees / boards who did so the first time, the School Committee, Finance Committee and the Planning Board. Each committee will meet, nominate and vote for their representative. This would be the same process used last time.
 - b. Two (2) Committee members will be advanced by the two Selectman qualified to vote on the TA appointment, with each Selectman nominating their choice with the qualification that Selectmen shall be prohibited from serving on the Committee.

- c. One (1) Committee member shall be the Town Moderator and the Town Moderator shall also serve as the Chair of the Town Administrator Search Committee.
- d. One (1) Committee member shall be an At-Large Member from the community determined using the following procedure:

Public notice will be made as soon as the process is agreed to, that the Town is looking for volunteers for the At-Large Position, allowing 3 working days for community members to submit their letters of interest. Each Selectman qualified to participate will be presented all letters of interest for At-Large Committee member and shall rank order the candidates from top preference to the lowest preference and bring that list to the next Board of Selectmen meeting. The candidate with the highest combined rank, using both Selectmen lists, will serve on the committee.

The Screening Committee will advance no less than two candidates but no more than four candidates to the Board of Selectmen for interviews.

If, after conducting interviews of the candidates brought forward by the Screening Committee, the two Selectmen agree on a candidate to appoint, the process will be considered complete and final background checks and contract negotiation will commence.

If, after conducting interviews of the candidates brought forward by the Screening Committee, the two Selectmen each move to appoint a different candidate and those respective motions die without a second, then the names of the two nominated candidates shall be returned to the Screening Committee and the Screening Committee shall meet, in Open Session, to recommend one of the two candidates for appointment to the Board of Selectmen.

Before step one of the process outlined above, both Selectmen shall sign agreement to allow the vote of the Screening Committee to serve as the tie-breaker such that the candidate recommended by the Screening Committee will be the one that both Selectmen agree to motion, second and vote in favor of at the next Board of Selectmen meeting.



Wendy Graves <wgraves@fairhaven-ma.gov>

Town Administrator search

RICHARD WHITE <rickwhite58@verizon.net>

Wed, Apr 21, 2021 at 12:42 PM

To: Wendy Graves <wgraves@fairhaven-ma.gov>

Wendy

Thanks for considering us. I can make myself available immediately. I just completed a very successful search in Provincetown. I can forward you a clients list as well as references when I return to the office later this afternoon. I appreciate that the profile is complete. It will be factored in the price quote below. The search would be enhanced greatly if I am allowed access to interview the department heads as well as a select group of community leaders identified by the Board of Selectmen. I generally write up a synthesis of feedback from each group and meet with each Selectman to review as preparation for the search.

I will be unavailable from May 12th thru the 17th. I will be attending my daughter's graduation from law school at Emory University. I can offer Fairhaven a price of \$9,250 all inclusive (except for advertisement) to conduct a search. Our search comes with a guarantee that any candidate recommended by us will have a tenure of over 18 months. We will do a follow-up search at no cost absent advertisement costs if for some reason this is not accomplished. All of our recruits have served substantial tenures and we have yet been required to do a free search. We have done more than a hundred searches. We also attend all search committee meetings if the Selectmen choose to utilize a committee.

As mentioned, I will forward a list of clients with references later this afternoon. Hope this helps. Let me know if you need anything else or would like a formal proposal.

Many thanks,

Rick White

Groux-White Consulting, LLC

781-572-6332

Sent from my iPhone

> On Apr 21, 2021, at 11:56 AM, Wendy Graves <wgraves@fairhaven-ma.gov> wrote:

>

>

[Quoted text hidden]



Wendy Graves <wgraves@fairhaven-ma.gov>

Town Administrator search

RICHARD WHITE <rickwhite58@verizon.net>
To: Wendy Graves <wgraves@fairhaven-ma.gov>

Wed, Apr 21, 2021 at 1:03 PM

Wendy:
Was able to have someone forward references, clients.
Thanks again,
Rick

On Apr 21 RECRUITMENT REFERENCES (Partial List)

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 April 2021.

Chair of the Select Board: Dave Abramson 508-487-7000 ext 519
Chair of the Search Committee: Rick Murray 508 776-9421
Interim Town Manager: Charlie Sumner 774-353-7033

Princeton Light, MA. The Princeton Municipal Light Department valued at over 12 million dollars serving approximately 2,000 customers. Groux-White Consulting was engaged in finding a new General Manager in July of 2020.

Chairman, Light Board: Richard Rys 508-369-5186

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, Rhode 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

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

Committee at same time. 978 692 4471

, 2021, at 11:56 AM, Wendy Graves <wgraves@fairhaven-ma.gov> wrote:

[Quoted text hidden]



Wendy Graves <wgraves@fairhaven-ma.gov>

Town Administrator search

Warren Rutherford <wjr@theexecutivesuite.com>
To: Wendy Graves <wgraves@fairhaven-ma.gov>

Wed, Apr 21, 2021 at 12:44 PM

Hi Wendy,

Thank you for reaching out, my answers to your questions are below. Please advise on our status for the search. Thanks.

1. How much will the search cost? \$ 11,000. Includes recruitment advertising, receive and screen applications, interview participation with screening committee and Board of Selectmen, reference and background checks, and administering benchmark profile assessment.

2. What is your availability? Immediate

3. Recent work experience? See below on references for most recent executive searches.

4. References?

- a. Town of Mansfield, CT Antonia Moran, Mayor, (860) 933-1844 (mobile), morant@mansfieldct.org. Town Manager recruitment 2020.
- b. Town of Nantucket, MA Ms. Amanda Perry, Human Resources Director (508) 228-7200 ext.7308, aperry@nantucket-ma.gov or Ms. C. Elizabeth Gibson, Town Manager (508) 228-7255, LGibson@nantucket-ma.gov. Finance Director, Wastewater Director, DPW Director, Deputy DPW Director (2).
- c. Latham Centers, Brewster, MA, Anne McManus, President and CEO, 508-221-0124, amcmanus@lathamcenters.org. Vice President of Finance recruitment, 12/2020.

Reserve time with Calendy

Kindest regards,

Warren J. Rutherford

President

The Executive Suite

100 Independence Drive, 7-116

Hyannis, MA 02601

508-778-7700 O

508-367-4825 M

4/21/2021

Town of Fairhaven Mail - Town Administrator search

wjr@theexecutivesuite.com

www.theexecutivesuite.com

Subscribe to our Newsletter

[Quoted text hidden]



Wendy Graves <wgraves@fairhaven-ma.gov>

Town Administrator search

MRI Corporate <corporate@mrigov.com>

Wed, Apr 21, 2021 at 4:57 PM

To: Wendy Graves <wgraves@fairhaven-ma.gov>

Wendy,

Thank you for reaching out to MRI. I spoke with Alan Gould, MRI's president who handles all of our recruitments. He said that given our current workload and pending proposals we are not able to take on any new recruitment work at this time.

Best of luck with the search.

Christian

Christian Pearsall

Municipal Resources, Inc.

66 Main Street, Suite B

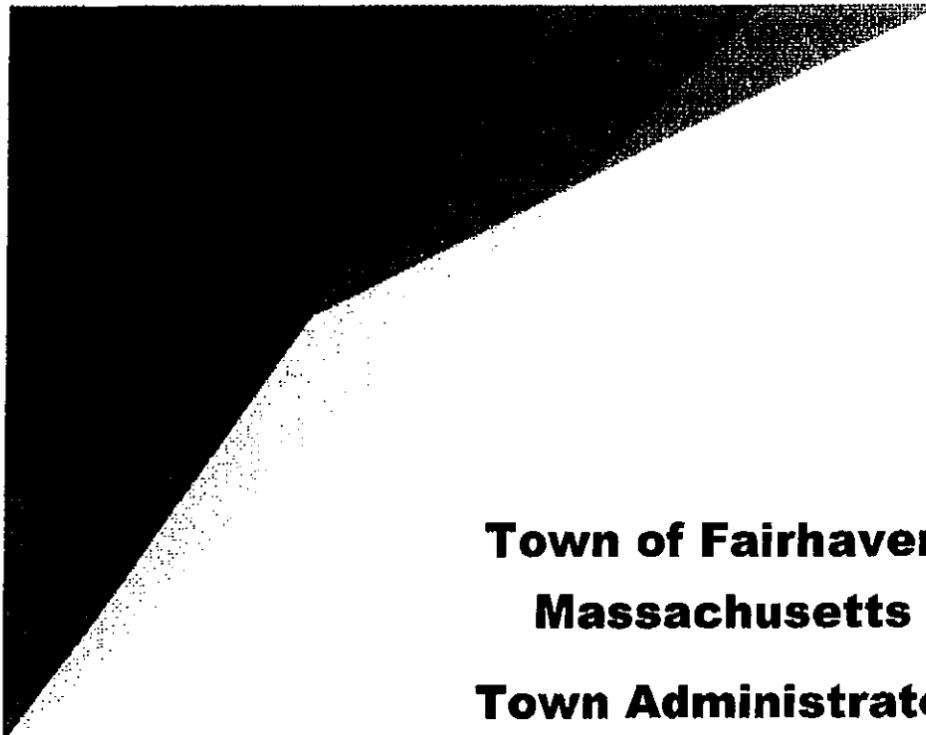
Plymouth, NH 03264

Office (603) 279-0352 x304

Cell (603) 496-7043

www.mrigov.com

[Quoted text hidden]



**Town of Fairhaven,
Massachusetts**

Town Administrator

Recruitment Proposal

April 21, 2021



630 Dundee Road

Suite 130

Northbrook, IL 60062

847-380-3240

info@GovHRusa.com

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About Us

A note about COVID-19 -- We are carefully monitoring recommendations from the federal, state and local governments and working with clients as they begin to reopen. Before COVID we made extensive use of technology for video interviews with candidates and meetings with clients. We have utilized these during COVID and can combine technology with appropriate in person meetings to assist clients in cost effective recruiting processes.

GovHR is a public management consulting firm serving local government clients and other public-sector entities across the country. Our headquarters are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public and non-profit sectors. GovHR offers customized executive recruitment services, management studies and consulting projects for local government and organizations who work with local government. Please note the following key qualifications of our firm:

- Since our establishment in 2009, our consultants have conducted more than 700 recruitments in 41 states, with an increase in business of at least 30% each year. Twenty-eight (28%) of our clients are repeat clients, the best indicator of satisfaction with our services.
- Surveys of our clients show that 94% rate their overall experience with our firm as Outstanding and indicate they plan to use our services or highly recommend us in the future.
- Our state of the art processes, including extensive use of social media for candidate outreach and video interviews with potential finalist candidates, ensure a successful recruitment for your organization.
- Our high quality, thorough recruitment brochure reflects the knowledge we will have about your community and your organization and will provide important information to potential candidates.
- We are committed to providing you with a pool of candidates that reflects the diversity of your community. We support the following organizations with our time as well as provide financial resources: National Forum for Black Public Administrators, Local Government Hispanic Network, League of Women in Government and Engaging Local Government Leaders.

GovHR is led by Heidi Voorhees, President, and Joellen Cademartori, Chief Executive Officer.

Ms. Voorhees has conducted more than 400 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 17 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including ten years as the Village Manager for the Village of Wilmette, Illinois.

Ms. Cademartori is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meeting to Council Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services. She has worked in Massachusetts, North Carolina, and Illinois.

Our Team

Recruitment Consultant & Main Point of Contact:

Mike Jaillet
Vice President
781-760-3658
MJaillet@GovHRusa.com

Proposal Inquiry:

Laurie Pederson
Administrative Services Director
847-380-3198
LPederson@GovHRusa.com

GovHR Owners:

Heidi J. Voorhees
President
847-380-3243
HVoorhees@GovHRusa.com

Joellen J. Cademartori
Chief Executive Officer
847-380-3239
JCademartori@GovHRusa.com

References

The following references can speak to the quality of service provided by GovHR.

Worcester Public Library, MA
(Director of Libraries, 2020)
Stephanie Pasha, Board President
3 Salem Street
Worcester, MA 01608
spasha@wpi.ed
Sulma Rubert-Silva, Associate Director
508-799-1690
srubert-silva@mywpl.org

Sykesville, MD
(Town Manager, 2019)
Ian Shaw, Mayor
7547 Main Street.
Sykesville, MD 21784
410-795-8959
IShaw@sykesville.net

Portsmouth, NH
(City Manager, 2019)
Nancy Colbert Puff, Deputy City Manager
1 Junkins Avenue
Portsmouth, NH 03801
603-610-7297
NColbertPuff@cityofportsmouth.com

Scope of Services – Full Scope Recruitment

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search. GovHR clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

Phase I: Position Assessment, Position Announcement & Brochure

One-on-one or group interviews will be conducted with stakeholders identified by the client to develop the Recruitment Brochure. We have a variety of other options for gathering input:

- Dedicated email and surveys to obtain feedback from stakeholder groups
- Public Forums conducted by our consultants

A combination of the above items can be used to fully understand community and organizational needs and expectations for the position.

Development of a **Position Announcement** to be placed on websites and social media

Development of a thorough **Recruitment Brochure** for client review and approval



Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to appointment of the finalist candidate.

Phase II: Advertising, Candidate Recruitment & Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 6,000 visits to our website each month. Finally, we develop a database customized to your recruitment and can send an email blast to thousands of potential candidates.

Phase II will include the following:

- GovHR consultants will personally identify and contact potential candidates in person, via email, and also via telephone.
- Develop a database of potential candidates from across the country unique to the position and to the client, focusing on:
 - Leadership and management skills
 - Size of organization
 - Experience in addressing challenges and opportunities also outlined in Phase I
- The database will range from several hundred to thousands of names and an email blast will be sent to each potential candidate.



Scope of Services - Continued

- Placement of the Position Announcement in appropriate professional online publications:
 - Public sector publications & websites
 - Social media
 - LinkedIn (over 15,000 connections)
 - Facebook
 - Twitter
 - Instagram
- GovHR will provide you with a list of advertising options for approval



PHASE III: Candidate Evaluation & Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure
- Candidates will be narrowed down to those candidates that meet the qualification criteria
- Candidate evaluation process:
 - Completion of a questionnaire explaining prior work experience
 - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate
 - References (at least 2 references per candidate will be contacted at this time)
 - Internet/Social Media search conducted on each finalist candidate



All résumés will be acknowledged and inquiries from candidates will be personally handled by GovHR, ensuring that the client's process is professional and well regarded by all who participate.

Phase IV: Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- GovHR will provide an electronic file which contains the candidates' materials with a "mini" résumé for each candidate so that each candidate's credentials are presented in a uniform way.
- Client will receive a log of all applicants and may review résumés if requested.
- Report will arrive in advance of the Recruitment Report Presentation.



GovHR will spend approximately 2 hours with the client reviewing the recruitment report and providing additional information on the candidates.

Scope of Services - Continued

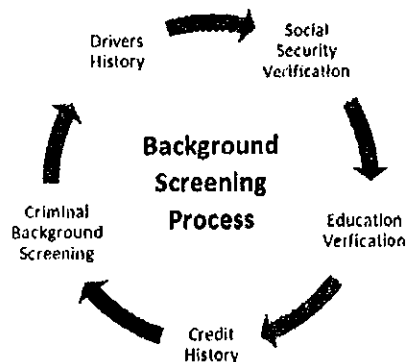
Phase V: Interviewing Process & Background Screening

Phase V will include the following steps:

GovHR will:

- Develop the first and second round interview questions for your review and comment
- Coordinate candidate travel and accommodations
- Provide you with Interview books that include:
 - Candidates Credentials
 - Set of questions with room for interviewers to make notes
 - Evaluation sheets to assist interviewers in assessing the candidate's skills and abilities

Background screening* will be conducted along with additional references contacted:



***Per state and federal regulations**

GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. GovHR consultants, if requested, will be present for all the interviews, serving as a resource and facilitator.

GovHR will coordinate a 2-Step Interview process. The first round interviews will include five or six candidates. The second round interviews will include two or three candidates. GovHR will supply interview questions and an evaluation form.

In addition to a structured interview, the schedule can incorporate:

- Tour of client facilities
- Interviews with senior staff

Scope of Services - Continued

Phase VI: Appointment of Candidate

- GovHR will assist you as much as you request with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- GovHR will notify all applicants of the final appointment, providing professional background information on the successful candidate.



Project Timeline - Full Scope Recruitment

Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week
1	2	3	4	5	6	7	8	9	10	11	12	13	14
Phase I													
		Phase II											
						Phase III							
									Phase IV				
										Phase V			
												Phase VI	

Weeks 1 & 2

Phase 1: On Site Interviews & Brochure Development

Weeks 3 thru 6

Phase 2: Advertising, Candidate Recruitment & Outreach

Weeks 7 thru 9

Phase 3: Candidate Evaluation & Background Screening

Week 10

Phase 4: Presentation of Recommended Candidates

Week 11 & 12

Phase 5: Interview Process & Additional Background Screening

Weeks 13 & 14

Phase 6: Appointment of Candidate

*In certain recruitments, the above schedule can be condensed to 12-weeks. Please inquire for details.

Full Scope Recruitment – Price Proposal

Summary of Costs:

We are carefully monitoring recommendations from the federal, state and local governments and working with clients on alternatives to in person meetings. We are fully operational and can work with you via video and by utilizing electronic files. If at the time of recruitment, COVID-19 restrictions are lifted and travel is possible, we are happy to attend meetings in person. For this reason, we have priced travel as a separate expense.

****Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, we estimate \$ 1000 per trip (up to 3 trips) for travel. Only actual expenses will be billed to the client for reimbursement to GovHR.**

Possible in-person meetings could include:

1. Recruitment brochure interview process
2. Presentation of recommended candidates
3. Interview Process

Any additional consultant visits requested by the Client (beyond the three visits listed above) will be billed at \$125/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

Payments for Fees & Services:

Professional fees and expenses will be Invoiced as follows:

1st Payment: 1/3 of the Recruitment Fee (Invoice sent upon acceptance of our proposal).

2nd Payment: 1/3 of the Recruitment Fee and expenses incurred to date (invoice sent following the recommendation of candidates).

Final Payment: 1/3 of the Recruitment Fee and all remaining expenses (invoice sent after recruitment is completed).

Recruitment expenses will be itemized in detail. Payment of invoices is due within thirty (30) days of receipt.

Recruitment Fee:

\$18,000

Recruitment Expenses:

Expenses include candidate due diligence efforts

\$1,500

Advertising:

*Advertising costs over \$2,500 will be placed only with client approval. Client is billed only for actual cost.

\$2,500*

Total:

\$22,000**

****This fee does not include travel and accommodations for candidates interviewed.**

Guarantee

GovHR Guarantee

GovHR is committed to assisting our clients until a candidate is appointed to the position. Therefore, no additional professional fee will be incurred if the client does not make a selection from the initial group of recommended candidates and requests additional candidates be developed for interview consideration. If additional advertising beyond the Phase I advertising is requested, client will be billed for actual advertising charges. Reimbursable expenses may be incurred should the recruitment process require consultant travel to the Client.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the client or the employee's own determination, leave the employ of the client within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and advertisements only. This request must be made within six months of the employee's departure.

Why Choose GovHR?

- We are a leader in the field of local government recruitment and selection with experience in more than 38 states, in communities ranging in population from 1,000 to 1,000,000. More than 28% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients.
- We are committed to bringing a diverse pool of candidates to your recruitment process. We network extensively with state, city and county management associations, attending more than 20 state and national conferences each year. In addition, we support and attend the meetings of League of Women in Government, the Local Government Hispanic Network, National Forum for Black Public Administrators and Engaging Local Government Leaders.
- We conduct comprehensive due diligence on candidates. Before we recommend a candidate to you, we will have interviewed them via video, conducted reference calls, and news media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.
- We are your partners in this important process. You are welcome to review all the resumes we receive and we will share our honest assessment of the candidates.
- Our goal is your complete satisfaction. We are committed to working with you until you find the candidate that is the best fit for your position.

Signature Page

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

Town of Fairhaven, Massachusetts agrees to retain GovHR USA, LLC ("GovHR") to conduct a Town Administrator Recruitment in accordance with its proposal dated April 21, 2021. The terms of the proposal are incorporated herein and shall become a part of this contract.

ACCEPTED:

Town of Fairhaven, Massachusetts

By: _____

Title: _____

Date: _____

Billing Contact: _____

Billing Contact Email: _____

GovHR USA, LLC

By: _____

Title: _____

Date: _____

Optional Services

GovTemps USA

Need an Interim? GovTempsUSA, a subsidiary of GovHR USA, specializes in the temporary placement of positions in local government. The firm offers short-term assignments, in addition to long-term and outsourced arrangements. Our placement professionals at GovTempsUSA have typically enjoyed distinguished careers in local government and displayed a commitment to public service throughout their career.

Recorded One-Way Video Interview of Candidates

Candidates we recommend for your consideration can complete a one way video interview with 3 to 5 questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview. Cost \$100 per candidate.

Leadership/Personality Testing

GovHR has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the client is seeking in their candidates. These include but are not limited to Luminaspark, Callper, DISC and others. Depending on the evaluation type selected fees can range between \$100 to \$500 per candidate.

360° Evaluation

As a service to the Client, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed position at six months into his or her employment. This evaluation will include seeking feedback from both elected officials and department directors, along with any other stakeholder the Client feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR will prepare a proposal for this service.



MICHAEL A. JAILLET



GovHR USA
GovTEMPS USA

Michael A Jaillet is a Vice President for GovHR USA. Mr. Jaillet has extensive experience in local governance, operations, staffing and management domestically and internationally.

Mr. Jaillet has over 36 years of local government management experience working in four municipalities in the Boston metropolitan area. He spent most of his career in Westwood Massachusetts, an affluent suburban community where he served as the Town Administrator for 32 years. Over his tenure he had a range of accomplishments including continuing expansion and updating of services, hiring key executive staff, facility management and maintenance, expanding affordable housing opportunities, fostering economic development, enhancing fiscal stability and promoting transparent and ethical governance. Mr. Jaillet also served as Bellingham Massachusetts' first Administrator for two years, a manager and consultant to the City of Boston Assessing Department over five years, and Planning Analyst for Clinton Massachusetts for one year.

Mr. Jaillet has extensive international experience and interest. After graduating from college, Mr. Jaillet started his career as a Peace Corps Volunteer in Tougan Sous-Prefecture in Burkina Faso, West Africa where he was a Rural Development Planner and Grantsman for two years. Mr. Jaillet has continued his interest in international development as a member, chair and vice chair of the International City/County Management Association's (ICMA) International Committee for 20 years. Examples of Mr. Jaillet's international work includes leader of the Advance Team Montenegro Resource City Program, Economic Development Expert volunteer for the Engine ICMA Program in Kyela Tanzania, CLAIR Fellowship Exchange Delegate representing the ICMA in Japan, Massachusetts Municipal Association Exchange Delegate in Pakistan, Rotary International District 7910 Delegate in KwaZulu Natal South Africa, presenter on Citizen Participation in Sweden and Slovakia, on Economic Development in Jamaica, and on Ethics in Mexico.

Mr. Jaillet earned a Master of Arts Degree in Economics and a Master of Science in Urban Affairs and Policy Analysis from Southern Illinois University in Edwardsville, Illinois where he served as a Research Assistant (2) and Marketing Analyst and was awarded the Leo Cohen Award in Urban Management. He earned a Bachelor of Arts Degree in Political Science from Southeastern Massachusetts University in Dartmouth, Massachusetts. Mr. Jaillet taught a graduate course in Administrative Strategies for Local Government at the Sawyer School of Management at Suffolk University in Boston and courses in Economics at Framingham State College, Blackburn College in Carlinville, and Southern Illinois University in Edwardsville, where he was nominated for the Teaching Excellence Award.

PROFESSIONAL EDUCATION

- Master of Arts in Economics from Southern Illinois University
- Master of Science in Urban Affairs and Policy Analysis from Southern Illinois University
- Bachelor of Arts in Political Science from Southeastern Massachusetts University

PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

- Administrative Strategies for Local Government, Suffolk University, Boston, MA (Instructor)
- Economics, Framingham State College, (Instructor)
- Economics, Blackburn College, Carlinville (Instructor)
- Economics, Southern Illinois University, Edwardsville, IL (Instructor/Analyst)

MEMBERSHIPS AND AFFILIATIONS

- International City/County Management Association
- Massachusetts Municipal Management Association
- Massachusetts Municipal Association

PROFESSIONAL BACKGROUND

- | | |
|---|-------------|
| • Town Administrator, Westwood, MA | 1987 - 2019 |
| • Town Administrator, Bellingham, MA | 1985 - 1987 |
| • Manager and Consultant, City of Boston Assessing Department, Boston, MA | 1983 - 1988 |



P: 847.380.3240

www.govhrusa.com



City Management Client List

Position Type	STATE	CLIENT	POSITION	POPULATION	YEAR
City Management	Alaska	Bethel	City Manager	6,500	2019
		Homer	City Manager (Professional Outreach)	5,300	2019
		Seward	City Manager	2,693	2019
		Unalaska	City Manager	4,768	2017
	Colorado	Eagle	Town Manager	6,739	2017
		Englewood	City Manager	34,957	2019
	Connecticut	Cheshire	Town Manager	29,261	2017
		East Hampton	Town Manager	13,000	2019
		Enfield	Town Manager	45,246	2015
					2018
					2020
		Meriden	City Manager	60,838	2018
	Delaware	Newark	City Manager	33,398	2018
	Florida	Gainesville	Assistant City Manager	133,997	2021
		Lakeland	City Manager	110,000	2020
		Largo	Assistant City Manager	82,244	2018
		Palm Beach	Assistant City Manager	85,933	2021
	Georgia	Decatur	Assistant City Manager	25,000	2018
			City Manager	25,000	2018
	Illinois	Algonquin	Village Manager	30,947	2012
		Anna	Outsourced - City Administrator	11,940	2018
		Arlington Heights	Village Manager	75,525	2014
		Barrington	Village Manager	10,455	2018
		Bensenville	Village Manager	20,703	2015
		Berkeley	Interim Village Administrator	5,148	2016
				5,221	2014
			Village Administrator (Annual Contract)	5,221	2014
		Bloomington	City Manager	78,005	2018
			Temp-to-Hire Assistant City Manager	22,267	2014
		Buffalo Grove	Interim Deputy Village Manager	42,909	2012
			Village Manager	42,909	2010
		Campton Hills	Interim Village Manager	11,310	2016
		Carbondale	City Manager	25,092	2011
		Cary	Municipal Consultant	17,840	2016
			Village Administrator	18,713	2011
		Centralia	City Manager	13,000	2020
		Clarendon Hills	Interim Village Manager	8,652	2014
			Village Administrator	8,572	2014
			Village Manager	8,572	2010
		Crest Hill	City Administrator	20,837	2015



City Management Client List

Position Type	STATE	CLIENT	POSITION	POPULATION	YEAR
City Management	Illinois	Darien	Outsourced - City Administrator	22,086	2018
		Decatur	City Manager	76,178	2014
					2018
			Deputy City Manager	76,178	2019
		DeKalb	City Manager	44,862	2013
				43,849	2018
			Interim Assistant City Manager	43,423	2014
		Dixon	City Manager	18,601	2015
		East Moline	City Administrator	21,300	2011
					2016
		East Peoria	City Administrator	23,503	2016
		Effingham	City Administrator	12,384	2010
				12,577	2018
		Elmhurst	City Manager	43,300	2010
		Fox Lake	Village Administrator	10,550	2013
		Fox Lake	Interim Village Administrator	10,563	2013
		Freeport	City Manager	25,000	2017
		Galesburg	City Manager	33,706	2010
		Geneseo	City Administrator (Virtual)	6,500	2019
		Gilberts	Interim Village Administrator	7,724	2018
		Glen Ellyn	Assistant Village Manager	27,000	2013
			Interim Assistant Village Manager	28,042	2017
			Village Manager	27,000	2010
		Glencoe	Assistant Village Manager	8,723	2015
			Village Manager	8,723	2013
		Hainesville	Management Consultant	3,665	2017
		Hanover Park	Village Manager	38,510	2012
		Highland Park	City Manager	31,365	2011
		Highwood	Temp-to-Hire City Manager	5,407	2011
		Hinsdale	Village Manager	16,816	2013
		Homer Glen	Interim Village Manager	24,365	2018
			Village Manager	24,220	2011
		Homewood	Assistant Village Manager (Virtual)	19,464	2017
			Interim Assistant Village Manager	51,738	2017
		Inverness	Village Administrator	7,400	2013
		Joliet	City Manager	147,500	2013
					2017
			Interim City Manager	147,500	2020
		Kenilworth	Village Manager	2,562	2012
		La Grange	Assistant Village Manager (Virtual)	15,732	2017
		La Grange	Village Manager	15,732	2017
		La Grange Park	Assistant Village Manager	13,579	2020
			Interim Assistant Village Manager	13,483	2016
		Lake Bluff	Assistant to the Village Manager	5,700	2016



GovHR USA
GovTEMPS USA

City Management Client List

Position Type	STATE	CLIENT	POSITION	POPULATION	YEAR
City Management	Illinois	Lake Forest	City Manager	19,375	2018
		Lake Villa	Village Administrator	8,774	2013
		Lake Zurich	Village Manager	19,631	2015
		Libertyville	Village Manager	20,431	2016
			Interim Deputy Village Administrator	20,405	2018
		Lincoln	City Administrator	14,500	2014
			Interim City Administrator	13,969	2017
			Temp-to-Hire City Administrator	14,186	2013
			Assistant Village Manager/Community Development		
		Lincolnshire	Director	7,500	2016
			Village Manager	7,500	2012
		Lindenhurst	Village Administrator	14,468	2017
		Lockport	Interim City Administrator	25,077	2013
		Lombard	Village Manager	43,165	2013
		Maple Park	Interim Village Manager	1,325	2019
		Marengo	City Administrator	7,614	2011
		Mettawa	Part-time Village Administrator	500	2010
		Mokena	Village Administrator	19,042	2015
		Moline	City Administrator	43,100	2017
			Interim City Administrator	43,483	2020
		Monmouth	City Administrator	9,444	2014
		Morton Grove	Village Administrator	23,500	2011
		Mt. Prospect	Village Manager	54,771	2015
		Mundelein	Village Administrator	31,385	2020
		New Lenox	Village Administrator	25,000	2011
		Niles	Interim Assistant Village Manager	30,001	2013
		Normal	City Manager	54,264	2017
		Northbrook	Village Manager	35,000	2021
		Oak Brook	Interim Assistant Village Manager	8,058	2014
			Village Manager	7,883	2014
		Oak Park	Interim Assistant Village Manager	52,000	2015
			Assistant Village Manager/Human Resources Director	52,000	2019
			Interim AVM/HR Director	52,000	2019
		Orland Park	Village Manager	60,000	2016
					2019
		Palos Heights	City Administrator (Virtual)	12,480	2021
		Pekin	City Manager	33,223	2016
		Pingree Grove	Village Manager	10,000	2020
		Prairie Grove	Village Manager - Direct Hire	1,857	2018
		Princeton	City Manager	7,700	2011
		Princeton	City Manager	7,700	2019



City Management Client List

Position Type	STATE	CLIENT	POSITION	POPULATION	YEAR
City Management	Illinois	River Forest	Village Administrator	11,635	2010
		Rock Island	City Manager	39,684	2011
		Savoy	Village Administrator (Virtual)	8,607	2020
		Schiller Park	Interim Village Manager	11,692	2019
				11,775	2015
			Village Manager	11,870	2015
		Shorewood	Village Administrator	17,495	2018
		Skokie	Village Manager	65,000	2013
		South Barrington	Interim Village Administrator	4,808	2014
		Tinley Park	Village Manager	58,000	2013
		Vernon Hills	Village Manager	25,911	2021
		Volo	Village Administrator	3,300	2013
		Washington	City Administrator	15,700	2015
		Wauconda	Village Administrator	13,758	2013
					2017
		Willowbrook	Interim Village Administrator	8,967	2019
			Village Administrator	8,967	2019
		Wilmington	Interim City Administrator	5,724	2016
		Winnetka	Interim Assistant Village Manager	12,417	2019
			Assistant Village Manager	12,422	2019
		Woodridge	Village Administrator	32,971	2017
	Indiana	Munster	Town Manager	23,603	2014
			Town Manager (Professional Outreach)	18,047	2020
	Iowa	St. John	Outreach)	18,047	2020
		Bondurant	City Administrator	5,493	2017
		Burlington	City Manager	25,663	2011
		Muscatine	City Administrator	23,819	2020
		Newton	City Administrator	15,000	2016
		Washington	City Administrator	7,266	2011
		Webster City	City Manager	8,000	2016
		West Liberty	City Manager	3,736	2013
	Maryland	Windsor Heights	City Administrator	4,860	2019
		Greenbelt	City Manager	23,753	2016
		Hagerstown	City Administrator	40,612	2015
		Sykesville	Town Manager	3,941	2019
		Westminster	City Administrator	18,522	2021
	Massachusetts	Cambridge	City Manager	110,000	2016
		Eastham	Town Administrator	4,956	2016
		Provincetown	Town Manager	2,990	2015
		Williamstown	Town Manager	8,400	2015
	Michigan	Adrian	City Administrator	20,676	2018
			Interim City Administrator	20,676	2018
		Albion	City Manager	8,337	2018
		Alpena	City Manager	10,410	2012



City Management Client List

Position Type	STATE	CLIENT	POSITION	POPULATION	YEAR
City Management	Michigan	Caro	City Manager	4,208	2012
		Charlotte	City Manager	9,100	2020
			Interim City Manager	9,100	2020
		Clawson	Interim City Manager	11,946	2018
		Delta Charter Township	Township Manager	32,400	2014
		Eastpointe	City Manager	32,673	2019
			Interim City Manager	32,673	2018
					2019
		Ferndale	City Manager	20,428	2019
		Hamtramck	City Manager	21,752	2017
		Kalamazoo	City Manager	75,000	2013
		Lincoln Park	City Manager	36,665	2019
		Oakland Township	Township Manager	16,779	2013
				19,132	2018
		Oxford	Interim Village Manager	3,532	2017
		Rochester	City Manager	13,000	2015
		Royal Oak	City Manager	59,112	2019
		Troy	Assistant City Manager	83,813	2019
			City Manager	83,813	2018
	Minnesota	St. Louis Park	City Manager	48,662	2021
		Waconia	City Administrator	13,500	2021
		Woodbury	Assistant City Administrator	68,820	2017
	Missouri	Ballwin	City Administrator	30,181	2020
		Cape Girardeau	City Manager	38,000	2020
		Ferguson	City Manager	21,111	2015
		Maryland Heights	City Administrator	27,436	2015
		Republic	City Administrator	15,590	2016
		South Lyon	City Manager	11,327	2018
		Unlverslty City	Assistant City Manager	35,172	2020
			City Manager	35,172	2017
			Assistant to the City		
			Manager/Communications Director	35,172	2018
			Assistant to the City		
			Manager/Director of Human Resources	35,172	2020
		Webster Groves	City Manager	22,800	2020
		Wildwood	City Administrator	35,517	2014
			City Manager	35,524	2019
Nevada		Boulder City	City Manager	16,207	2021
		Portsmouth	City Manager	21,796	2019
New Jersey		Waldwick	Borough Administrator	9,800	2015
New York		Long Beach	Deputy City Manager (Virtual)	33,275	2021
		Mamaroneck	Town Administrator	29,156	2021
			Village Manager	19,426	2018



City Management Client List

Position Type	STATE	CLIENT	POSITION	POPULATION	YEAR
City Management	North Carolina	Fayetteville	Assistant City Manager	210,000	2012
					2017
					2018
			Interim Project Manager	210,000	2017
			Project Manager	208,000	2020
	North Dakota	Minot	City Manager	45,700	2020
	Ohio	Oberlin	City Manager	8,390	2016
	Oregon	Coquille	Interim City Manager	3,900	2019
	Pennsylvania	Ferguson Township	Township Manager	18,300	2017
		Mt. Lebanon	Municipal Manager	33,137	2015
		South Fayette Township	Township Manager	14,416	2018
	Rhode Island	North Kingston	Town Manager	26,326	2015
	Texas	Burleson	City Manager	36,990	2011
				43,960	2018
		Garland	Assistant City Manager	233,206	2016
		McKinney	Assistant City Manager	191,645	2019
		Missouri City	Assistant City Manager	74,139	2019
	Virginia	Chesapeake	City Manager	245,000	2019
		Portsmouth	City Manager	96,000	2020
		Salem	City Manager	25,643	2019
		Virginia Beach	City Manager	442,707	2019
	West Virginia	Bridgeport	City Manager	8,582	2019
		Morgantown	City Manager	31,000	2016
	Wisconsin	Baraboo	City Administrator	12,048	2019
		Bayside	Assistant Village Manager	4,400	2019
		Bellevue	Village Administrator	15,524	2018
		Beloit	City Manager	36,966	2015
		Beloit (Town)	Town Administrator	7,083	2016
		Brown Deer	Village Manager	12,061	2012
		Burlington	City Administrator	10,511	2014
		Cedarburg	Town Administrator	11,475	2015
		Fon du Lac	City Manager	43,021	2012
		Fort Atkinson	City Manager	12,300	2012
		Franklin	Director of Administration	36,155	2019
		Glendale	City Administrator	12,920	2016
		Harrison	Village Manager	13,185	2021
		Hartford	City Administrator	14,251	2015
		Hobart	Village Administrator	8,500	2016
		Janesville	City Manager	63,480	2013
		Lake Geneva	City Administrator	7,710	2015
		Lisbon	Town Administrator/Clerk	2,521	2014
		Monroe	City Administrator	10,827	2020
		Oak Creek	City Administrator	35,243	2016
		Plymouth	Director of City Services	8,540	2010



City Management Client List

Position Type	STATE	CLIENT	POSITION	POPULATION	YEAR
City Management	Wisconsin	Plymouth	City Administrator/Utilities Manager	8,540	2020
		Prairie du Chien	City Administrator	5,900	2017
		Princeton	City Administrator	1,504	2010
		Racine	City Administrator	78,200	2016
		Rhineland	City Administrator	7,800	2018
		Richfield	Village Administrator	11,500	2009
		Rome	Town Administrator	2,720	2016
		Shorewood	Interim Village Manager	16,948	2017
			Village Manager	13,331	2017
		Waukesha	City Administrator	71,000	2012
					2014
		West Bend	City Administrator	31,000	2016
		Whitewater	City Manager	14,300	2012

July 27, 2021

Ms. Wendy Graves, Acting Town Administrator
Town of Fairhaven
40 Center Street
Fairhaven, MA 02719

Dear Ms. Graves:

I am in receipt of your email of July 26th regarding Community Paradigm's interest in submitting a quote to conduct a Town Administrator Search for the Town of Fairhaven. Accordingly, we are transmitting this letter in response by providing the requested quote and related materials evidencing the firm's experience and qualifications.

As your email notes, there is already a Position Profile in place that was prepared by Community Paradigm during the search that began in the autumn of 2020 before being aborted in the spring of 2021. However, the Profile will need to be updated with current information as needed, and the input of the Town's new Select Board member. Accordingly, we would propose to provide the following steps in executing the scope of services of the Town Administrator search process:

- Update 2020/2021 Position Profile
- Solicit Applicants for the Position
 - a. Advertise through appropriate locations
 - b. Post position on professional and academic job boards
 - c. Circulate to Community Paradigm database of qualified potential candidates
 - d. Active recruitment of candidates through direct contact and outreach
- Manage Intake of Resumes and Application Materials
- Conduct Preliminary Screening Assessment of Applicants
- Review all applicants with appointed Town Administrator Screening Committee to identify semi-finalist candidates
- Manage Interview process with Screening Committee to identify 3-4 finalists for possible presentation to Select Board
- Conduct background and reference reviews of identified finalists
- Present Screening Committee Finalists to the Select Board
- Manage Interview process with Select Board for selection as Town Administrator
- Provide technical assistance to the Select Board in their negotiation of an employment agreement with the selected Town Administrator
- Manage communications with all applicants for the position advising them of their status

It is expected that the scope of services as described above will be executed over 10-12 weeks. The fee for Community Paradigm to provide all of the services as outlined is **\$7,000** plus any costs associated with advertising the position, which is estimated to be \$800.00

As you know, Community Paradigm Associates, LLC is a Plymouth-based consultancy that was established in 2014 as a multi-dimensional organization focusing on governmental, nonprofit, community, and business concerns. However, our primary service is focused upon executive recruiting of municipal managers for towns here in Massachusetts.

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

- First, we know the skills and characteristics of a municipal manager in carrying out his/her responsibilities. Members of the Community Paradigm team have performed in the role of municipal manager or municipal administrator for decades.
- Second, through years of activity in the municipal sector and through our recent experience in conducting municipal recruitments, we have built a proprietary database 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. Active recruitment and current knowledge of candidates is crucial in this very competitive market for municipal managers.
- Third, we are familiar with Fairhaven having worked on the previous effort to hire a Town Administrator. As such, we can interact with candidates and respond to their questions and concerns about the position and the community.
- And fourth, now in our eighth year of business, we are the most active municipal manager recruitment firm in the Commonwealth having completed 64 searches over the past 6 years. We believe that distinction is the result of the customized, dedicated service that we provide to our municipal clients

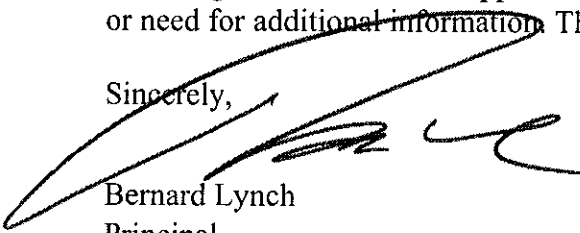
In accordance with your email request for a quote, we are attaching with this letter our current Firm Profile that includes a listing of all of our clients. We have also provided a sampling of references and can provide contact information for additional clients as requested.

The references that we have provided focus upon our most recent searches (Dighton, Grafton, Holliston, Hudson, Kingston and South Hadley) and communities in the general Fairhaven area (Bourne, East Bridgewater, Marion, Mattapoisett, Plympton and Swansea). Additionally, we are nearing completion of the Town Administrator search in the neighbor Town of Westport.

We certainly encourage the Town to review the recruitments that we have performed for all of our communities as we are confident that they will respond positively and enthusiastically to the results of our work and the hands-on process that we have managed and provided.

We look forward to the opportunity to work with Fairhaven to selecting a new Town Administrator, to discuss the benefits of continuing to utilize Community Paradigm as you proceed with your search, and to review ideas about the approach that could be utilized to best achieve the Town's goal of a successful appointment and hire. Please feel free to contact us with any questions or need for additional information. Thank you in advance for your interest.

Sincerely,



Bernard Lynch
Principal

FIRM PROFILE

Community Paradigm Associates, LLC, is a multi-dimensional organization focusing on governmental, nonprofit, and community 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 Sharon Flaherty has assisted in the management of more than 100 executive recruitments in addition to working on such projects as business development marketing, compensation and classification, community engagement, and communications. Ms. Flaherty has more than 30 years of experience in communications, project management, public relations, and marketing. In previous positions, Ms. Flaherty has managed marketing and communications in the financial industry and held positions as a reporter, editor, and editorial page editor at daily and weekly newspapers. She has 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.

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 consultative assistance 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 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 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 Carl Valente has 40 years of State and local government experience, including 35 years in Massachusetts. He was the first Town Administrator for the Town of Needham, the first Town Manager for the Town of Weston, and served for 13 years as Lexington's Town Manager until his retirement. He also served as Section Chief for Technical Assistance for the Massachusetts Department of Revenue-Division of Local Services and as Director for Financial Management for the International City/County Management Association. He specialized in municipal finance issues. He earned a Master of Public Administration from the University of Hartford and a Bachelor of Arts in Political Science from the University of Connecticut. He currently is a member of the Solid Waste Commission for the City of Newton.

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

Town Manager/Town Administrator Positions

Adams	Fairhaven	Marion	Plympton	Truro
Amherst	Grafton	Mattapoissett	Provincetown	Uxbridge
Avon	Great Barrington	Millbury	Rockland	Wayland
Becket	Hamilton	Monson	Rutland	Wellesley
Bourne	Holliston	Natick	Salem, NH	Wellfleet
Boxborough	Hopedale	Norfolk	Shrewsbury	Wenham
Brewster	Hudson	Norfolk County	Southbridge	Westminster
Buckland	Ipswich	North Attleborough	South Hadley	Weston
Coventry, RI	Kingston	Northfield	Stoughton	Westport
Dedham	Lakeville	Norwood	Sturbridge	Westwood
Dighton	Leicester	Oxford	Sudbury	Whitman
East Bridgewater	Longmeadow	Palmer	Swansea	Winchendon
East Longmeadow	Lynnfield	Pembroke	Topsfield	

Various Municipal Positions

Andover - Director of Elder Services	Northborough - Senior Center Director
Ashland - Town Planner	Norwood - Library Director
Bourne - Director of Finance	Pittsfield - Director of Public Services
Great Barrington - Police Chief	Rockland - Town Accountant
Hamilton - Director of Finance/Town Accountant	Scituate - Sewer Superintendent
Marlborough - City Comptroller	Swampscott - Town Accountant
Mattapoissett - Library Director	Swansea - Police Chief
Methuen - Chief Administrative and Finance Officer	Walpole - Community Planning Director
Natick - Library Director	Worcester - Assistant Commissioner of Operations DPW
Norfolk - Town Planner	Worcester - Chief Diversity Officer
Northborough - Assessor	Worcester - Chief Financial Officer
Northborough - Assistant Town Administrator	Worcester - Commissioner of Inspectional Services
Northborough - Health Agent	Worcester - DPW Commissioner
Northborough - Library Director	Wrentham - Finance Director/Treasurer-Collector

Ongoing Recruitments

Concord - Library Director	Spencer - Town Administrator
East Bridgewater - Town Administrator	Sterling - Superintendent of Public Works
New Bedford - Chief Financial Officer	Wayland - Chief of Police
New Bedford - City Auditor	

Non-Profit/Quasi-Governmental

Massachusetts Police Accreditation Commission - Program Manager
Massachusetts Police Accreditation Commission - Director of Field Operations
Massport Community Advisory Committee - Executive Director
Merrimack Valley Planning Commission - Executive Director
Merrimack Valley Regional Transit Authority - Administrator
Metro South/West WIOA / Partnerships for a Skilled Workforce - Executive Director

Public Management Projects

- Franklin Regional Council of Governments - Organizational Assessment
- Massachusetts Bay Transportation Authority Advisory Board - Organizational Review
- Massachusetts Bay Transportation Authority Advisory Board - Business Improvement Implementation & Strategic Plan Implementation
- Massachusetts Municipal Management Association - Strategic Planning
- Massport Community Advisory Committee - Executive Director 360 Assessment, Strategic Goals and Objectives
- Metro South/West Workforce Development - Organizational Structure Review
- Town of Adams and Cheshire - Facilitation with Adams/Cheshire Regional School District
- Town of Andover - Department Head Classification and Compensation Review
- Town of Andover - Government Study
- Town of Ashburnham - Business Guide
- Town of Ashburnham - Risk Assessment Project
- Town of Auburn - Council on Aging/Elder Services Operational Evaluation
- Town of Auburn - Position Description Review
- Town of Bridgewater - Strategic Plan
- Town of Dover - Public Works Study
- Town of Framingham - Downtown Re-Development/Urban Center Housing
- Town of Great Barrington - Salary Survey
- Town of Longmeadow - Selectmen/Town Manager Roles and Responsibilities and Setting of Joint Goals & Objectives
- Town of Longmeadow - Strategic Planning
- Town of Millis - Budget Improvement Project
- Town of Millis - DPW Organizational Study
- Town of Millis - Enterprise Fund Review
- Town of Millis - Operational Review of Town Clerk Office
- Town of Millville - Salary Survey
- Town of Needham - DPW Structural Evaluation
- Town of Needham - DPW Mentoring Program
- Town of Norwood - Conservation Commission Operational Evaluation
- Town of Norwood - DPW Mentoring
- Town of Norwood - Fire Department Strategic Plan
- Town of Norwood - Library Strategic Plan
- Town of Pembroke - Capital Plan
- Town of Sharon - Operational Review of Health Department
- Town of Shrewsbury - Organizational Assessment
- Town of Southampton - Government Study and Charter Development
- Town of Sterling - DPW Staffing Review
- Town of Swansea - Capital Projects Technical Assistance
- Town of Westminster - Government Study/Town Charter Project
- Town of Winchendon - Personnel System



COMMUNITY PARADIGM ASSOCIATES, LLC

MUNICIPAL EXECUTIVE RECRUITMENT REFERENCES

Client/Search	Reference	Address	Phone #	Email Address
Bourne, MA Town Administrator	Judith Froman Board of Selectmen	24 Perry Avenue Buzzards Bay, MA 02532	774-454-3951	jfroman@townofbourne.com
Dighton, MA Town Administrator	Dr. Brett Zografos Board of Selectmen Chair	979 Somerset Ave. Dighton, MA 02715	508-386-7328	bzografos@dighton-ma.gov
East Bridgewater, MA Town Administrator	David Sheedy Board of Selectmen Chair	175 Central St. East Bridgewater, MA 02333	508-269-5231	dsheedy@eastbridgewaterma.gov
Grafton, MA Town Administrator	Mark Haddad Screening Comm. Chair	30 Providence Road Grafton, MA 01519	617-699-0012	Mwh1346@gmail.com
Holliston, MA Town Administrator	John Cronin Select Board	703 Washington St. Holliston, MA 01746	508-429-0608	croninj@holliston.k12.ma.us
Hudson, MA Executive Secretary	John Parent Select Board	78 Main St. Hudson, MA 01749	978-804-9596	John23054@aol.com
Kingston, MA Town Administrator	Jessica Kramer Board of Selectmen	26 Evergreen St. Kingston, MA 02364	781-585-0501	jkramer@kingstonmass.org
Marion, MA Town Administrator	Norman Hills BOS Chair	2 Spring St. Marion, MA 02738	508-317-5988	nhills@verizon.net
Mattapoisett, MA Town Administrator	Jordan Collyer Board of Selectmen	16 Main St. Mattapoisett, MA 02739	508-758-4100	jcollyer@mattapoisett.net
Plympton, MA Town Administrator	Christine Joy BOS Chair	5 Palmer Road, Plympton, MA 02367	781-585-2700	cjoy@town.plympton.ma.us
South Hadley, MA Town Administrator	Chris Geraghty Selectboard & Screening Comm. Chair	116 Main St. South Hadley, MA 01075	413-297-2058	cgeraghty@southhadley.ma.gov
Swansea, MA Town Administrator	Christopher Carreiro Board of Selectmen	81 Main St. Swansea, MA 02777	508-678-2981	ccarreiro@town.swansea.ma.us
Winchendon, MA Town Manager	Audrey LaBrie BOS Chair	109 Front St., Winchendon, MA 01475	978-297-0085	alabrie@townofwinchendon.com

Additional references are available upon request.



Wendy Graves <wgraves@fairhaven-ma.gov>

Town Administrator search quote

Mary E Aicardi <Mary.Aicardi@umb.edu>

Wed, Jul 28, 2021 at 4:06 PM

To: Wendy Graves <wgraves@fairhaven-ma.gov>

Hi. We could do the search for \$8,500. We are available one week after a contract is signed and can start in August. As you may know, contracts with us are exempt from Chapter 30B because we are a governmental agency, and contracts are considered inter-municipal agreements.

Let me know if you need anything else.

Mary

Please see the attached scope/quote along with a sample of our profile for Oak Bluffs and Natick, our two most recent searches.

Mary Flanders Aicardi, Human Resources Practice Leader
Edward J. Collins, Jr. Center for Public Management
John W. McCormack Graduate School of Policy and Global Studies
University of Massachusetts Boston
100 Morrissey Blvd
Boston, MA 02125
Cell Phone: 508-215-8992
Fax 617-287-5566
www.umb.edu/cpm

From: Wendy Graves <wgraves@fairhaven-ma.gov>**Sent:** Tuesday, July 27, 2021 5:16 PM**To:** Mary E Aicardi <Mary.Aicardi@umb.edu>**Subject:** Re: Town Administrator search quote

[Quoted text hidden]

3 attachments**Scope Fairhaven Town Administrator Search.docx**
34K**Oak Bluffs Town Administrator Recruitment Profile - April 6.pdf**
213K**Natick Town Administrator Profile - Final 3-20-21.pdf**
253K

PROPOSAL FOR RECRUITMENT SERVICES

FAIRHAVEN TOWN ADMINISTRATOR

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

The Collins Center works with public organizations to understand the most critical issues they are facing, as well as the culture and the leadership styles that would be best suited to move them forward. Only after gaining an understanding of the client's critical needs does the Center proceed to recruit quality candidates for the position.

In implementing this approach, the Center will:

- Carefully consider the challenges a Treasurer/Collector will face currently and in the next three to seven years;
- Review the recently-used Profile of the organization and the position with particular attention to identifying the Town's priority issues. The Profile will specify the professional and personal qualities needed to succeed in the position;
- Build a competitive pool of candidates utilizing the Center's extensive network and data base as well as traditional advertising; and
- Support the Town's evaluation of candidates. The recruitment team will help plan the interview process and assist the Town with the final interview process. The Center will facilitate and assist with but will not negotiate contract provisions.

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: Updating/Reviewing the Town's 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 work with key stakeholders to develop and finalize a Profile to be approved by the Town.

Outcome: A Profile Statement will be prepared for the Town's approval. Once approved, the recruitment will commence using the Profile as a marketing tool for the position.

Task Two: Networking, Screening, and Presentation of Paper Candidates

Standard advertising will be prepared and placed in various venues. At the same time, the recruitment team also engages in *extensive network recruitment* activities using various outreach methods and extensive personal contacts. Often the best person for a job is not looking for a job; so, networking is a critical part of the process. To attract candidates, the unique challenges of the employment opportunity will be stressed. Work is conducted to find candidates that have faced challenges that are of similar magnitude and importance to those faced by the Town. At the conclusion of networking, the applications from a pool of prospective candidates who best meet the Profile will be presented to the interview committee. The Center will work with the interview committee to evaluate applications, come to consensus on which candidates to interview.

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

Task Three: Preliminary Interviews

After candidates are selected for a preliminary interview, the recruitment team will design an interview process with the interview committee. The Center will assist in the development of standard interview questions and will schedule and facilitate the interviews. At the conclusion of the interviews, Center staff will facilitate the interview committee's discussion to identify potential finalists.

Outcome: Interview Committee will identification of tentative finalists.

Task Four: 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 potential finalists.

Outcome: Presentation of qualified well vetted candidates to the Town.

Task Five: Guidance on Final Interview and Selection

The recruitment team will help the Town plan its final interview process by providing written and oral guidance. The recruitment team will help structure the discussion, suggest questions, and suggest the structure of the interviews.

The Center is able to assist the Town with logistics, expectations and discussions, but the actual negotiations of a contract is the responsibility of the Town.

Outcome: A well-organized Final Interview and Selection Process

Professional Fees, Expenses, and Payment Schedule

The all-inclusive professional fee for the engagement is \$8,500. The payment schedule is as follows:

- \$5,000 when Task 1 is complete; (profile)
- \$3,500 when Task 5 is complete. (interviews schedule with Board)

Qualifications of Project Staff

Mary Flanders Aicardi, MPA Mary Aicardi leads the human resources practice. She brings more than twenty-five years of experience in public sector human resources administration and labor relations to the Collins Center. She served for more than eight years as the Personnel Director for the town of Watertown, Massachusetts, where she negotiated numerous collective bargaining agreements on behalf of Town management. Additionally, Aicardi has worked as the Interim Human Resources Director for the Town of Braintree, the Assistant Human Resources Director for the Town of Barnstable and as a volunteer recruiter for a non-profit agency.

Aicardi has conducted close to 60 recruitments for the Collins Center and dozens more for other entities. She has conducted human resources audits and has reviewed, and modernized classification and compensation plans for more than 60 municipalities. She has drafted numerous human resource policies and personnel plans. Aicardi has conducted training programs on a wide range of human resources topics, including leadership training, performance appraisal, progressive discipline, and sexual harassment prevention. Aicardi holds an MPA and a Bachelor's Degree in Political Science from the University of Massachusetts at Amherst. She is certified by the Massachusetts Commission Against Discrimination as a trainer of discrimination and sexual harassment prevention. Mary is a member of the Joint Labor Management Committee and is an elected Town Meeting Member in her hometown of Shrewsbury, MA. Mary has received a Certificate in Diversity and Inclusion from Cornell University.

Elizabeth Corbo, Esq., Associate. Attorney Elizabeth "Libby" Corbo 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 policies 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.

List of Recruitments Performed

POSITION	MUNICIPALITY
Town Manager	Town of Barnstable
Town Manager	Town of Bridgewater
Town Manager	Town of Chatham
Town Manager	Town of Cohasset
Town Manager	Town of Dracut (2)
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

POSITION	MUNICIPALITY
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
Town Administrator	Town of Norwell
Town Administrator	Town of Princeton (2)
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
City Treasurer	City of Worcester
Director of Administration and Finance	Chelsea Public Schools
Director of Traffic, Parking and Transportation	City of Cambridge
Director of WRTA	Worcester Regional Transit Authority
Deputy Fire Chief	Town of Acton

POSITION	MUNICIPALITY
Executive Director	Central Massachusetts Regional Planning Council
Executive Director	Essex Regional Retirement Board
Executive Director	Medford Housing Authority
Executive Director	Martha's Vineyard Commission
Fire Chief	Amesbury
Fire Chief	Ipswich
Human Resources Director	City of Brockton
Personnel Director	City of Lynn
Personnel Director	City of Revere
Police Chief (ongoing)	Town of Erving

References

Town of Gosnold – Town Administrator

Sarah Berry, Chair of Select Board

508-320-2400

sbgberry@gmail.com

Town of Randolph – Town Manager

Jason Adams, Council President

781-626-3629

Jason.adams001@gmail.com

Town of Dover – Town Administrator

Robyn Hunter, Chair of Selectboard

617-930-2337

rhunger@doverma.org

Town of Millbury – Town Manager

David Roach, Chair, Screening Committee (former Superintendent of Schools)

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

Town of Norwell

Ellen Allen, Chair (screening committee member)

Norwell Board of Selectmen

ellenallennorwell@comcast.net

Town of Millis – Town Administrator

Karen Bouret – Operations Manager

508-276-2634

kbouret@millis.net

TOWN OF OAK BLUFFS

TOWN ADMINISTRATOR

OAK BLUFFS



Town Structure

The town has an Elected Board of Selectmen who appoint the Town Administrator, an elected Town Clerk, elected boards, and an Open Town Meeting form of government.

Population

The Town of Oak Bluffs has a year round population of 4,800 and up to 30,000 in summer.

Town Administrator Position

The Town Administrator position was adopted by Town Meeting in 2002 in accordance with the provisions of Massachusetts General Law Chapter 41 Sec. 23A with the responsibility to serve as Chief Administrative Officer and be responsible for the daily management of the Town.

TOWN ADMINISTRATOR

The Town of Oak Bluffs on Martha's Vineyard seeks an experience leader to serve as Town Administrator and has engaged the services of the Collins Center for Public Management to assist in the search. The following profile describes the Town, the position and the qualities for a successful candidate.

THE TOWN OF OAK BLUFFS

The Town of Oak Bluffs is a residential, resort community located on the northeast shore of Martha's Vineyard. Originally incorporated in 1880 as Cottage City, in 1907 the town's name was changed because of the growth in the year round population and the changing face of the resort required an acknowledgment the Town was not just "Cottage City" any more. Martha's Vineyard is a 100 square mile island located three miles off the coast of Cape Cod. Formed by the southern-most advance, or terminal moraine, of the North American ice sheet during the last ice age over 10,000 years ago. Today, year round residents, seasonal residents and hundreds of thousands of short-term visitors live on or come to the island, attracted by the unique natural, ecological, historical, cultural and scientific values that define the beauty and character of Martha's Vineyard. Approximately three quarters of the island's population is concentrated in the three "Down-Island" towns of Tisbury, Oak Bluffs and Edgartown, each with their own unique commercial town centers. Vineyard Haven in Tisbury serves as the island's main port and is supplemented by a port in Oak Bluffs in the summer time. The three "Up-Island" towns of West Tisbury, Chilmark, and Aquinnah are more rural in character.

Covering approximately 7.37 square miles, Oak Bluffs is located in the County of Dukes County. The Town is bordered by the Town of Edgartown on the south, the Town of Tisbury on the west and Nantucket Sound on the north and east. Today, Oak Bluffs is home to the largest marina on Martha's Vineyard, a bustling seasonal waterfront and downtown, and the historic gingerbread campgrounds. Oak Bluffs hosts several beautiful beaches and public parks; a teeming shore of wildlife, fish and shellfish; a golf course and a number of civic amenities that make the community a great place to live, work and play.

FINANCIAL INFORMATION

The Town's Fiscal Year 2021 Budget totals \$34,737,329, of which \$25,806,413 come from property taxes. The Town's Standard and Poor bond rating is AA+.

Town of Oak Bluffs

Elected Boards & Positions

- Board of Selectmen
- Town Moderator
- Town Clerk
- Board of Health
- Park Commissioners
- Cemetery Commissioners
- School Committee
- Finance and Advisory Committee
- Planning Board
- Wastewater Commission
- Martha's Vineyard Land Bank Commission
- Constables
- Tree Warden

Board of Selectmen

Department Appointments

- Town Administrator
- Building Commissioner
- Fire Chief
- Harbormaster
- Police Chief
- Shellfish Constable
- Treasurer/Collector
- Town Accountant
- Town Counsel

Board of Selectmen

Ad Hoc Committee Appointments

- Bikeway Study Committee
- Town Hall Building Committee



RESPONSIBILITIES OF THE TOWN ADMINISTRATOR

The Town Administrator is responsible for the supporting the Board of Selectmen by managing the daily operations of the Town. In accordance with the establishment of the position in 2002, the duties include, but are not limited to:

- Preparation and presentation of operating and capital planning budgets;
- Oversight of town departments and functions, personnel, labor relations and collective bargaining;
- Support the Board of Selectmen by providing reports, attending meetings and assisting in setting agendas, and other department meetings where appropriate;
- Grant research, writing and management;
- Coordination of independent boards and committees,
- Serving as Chief Procurement Officer; and
- Having operation and administrative oversight of Town affairs.

THE IDEAL CANDIDATE

- The Board of Selectmen seek an Administrator who is a seasoned manager in an environment of similar complexity who possesses strong organizational, communication, financial and community leadership skills, including the following:
- An experienced leader of a comparable organization with professional experience in finance, capital and operational planning, expenditure management, public facilitation, labor relations, community and economic development, and staff development.
- Capable of keeping elected officials informed, while staying detached from the political process and ensuring that staff maintains a similar detachment.
- Excellent interpersonal communication and writing skills are essential.
- A team leader able to bring people together to work on furthering the mission and vision of the Town.
- Demonstrated skill in guiding the development of a shared strategic vision. Must be a coalition builder, equally at home with private sector and community leaders.
- Able to be proactive and pursue and evaluate opportunities for innovation, creativity and enhanced uses of technology.
- Strong financial and strategic skills not only with the Budget, but with approaches to the Town's financial future.
- A person who understands the realities of island life and work in the provision of essential services.

Town of Oak Bluffs

DIVERSITY AND INCLUSION STATEMENT

The Town of Oak Bluffs recognizes and values diversity as a vital characteristic of the town. Oak Bluffs celebrates the diversity of the community it serves and the individuals it employs, embracing the differences in race, color, religious creed, national origin, ancestry, gender, age, handicap, gender identity, sexual orientation, and military background.

The Town of Oak Bluffs believes a workplace that attracts and retains diverse personnel will allow it to serve its citizenry more creatively, strategically, and productively. A successful inclusion and diversity program will ensure these objectives, goals, and priorities are maintained.

The Town of Oak Bluffs is an Equal Opportunity Employer and welcomes and encourages all applications and does not discriminate on the basis of race, color, religious creed, national origin, ancestry, sex, gender identity, age, criminal record, handicap (disability), mental illness, retaliation, sexual harassment, sexual orientation, active military personnel, and genetics.

QUESTIONS AND REFERRALS

Should you have any questions regarding this opportunity, or a recommendation of a colleague, please contact **Mary Flanders Aicardi, Human Resources Practice Lead** at 508-215-8992.

Please see the Collins Center webpage for a full job description and other useful documents at www.umb.edu/cpm.

QUALIFICATIONS

A Bachelor's Degree in Public or Business Administration and 5 to 7 years of experience in public administration, preferably in a municipal setting. A Master's Degree is preferred. Candidates with equivalent or comparable education, training, certification and experience will be considered.

SALARY AND BENEFITS

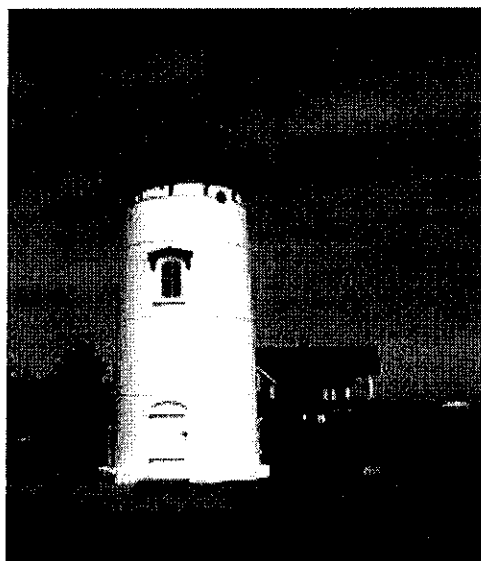
In addition to being a dynamic community, Oak Bluffs is an excellent place to work. The Town has a generous benefit package. The Town anticipates negotiating a competitive total compensation package with the selected candidate, in the range of \$130,000 to \$150,000 DOQ.

APPLICATION AND SELECTION PROCESS

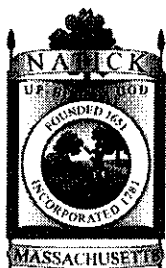
Please submit a resume and cover letter detailing your qualifications to: recruitment.umb@gmail.com. Please combine all documents in a single PDF file and include your **LAST NAME and Oak Bluffs TA** in the subject line. Resumes and cover letters will be reviewed after the deadline of April 30, 2021.

Resumes will be screened, and selected candidates will be invited to an initial interview. Final candidates will be invited to a second interview with the Board of Selectmen.

East Chop Lighthouse



Town of Natick – Town Administrator Recruitment Profile



THE TOWN

The Town of Natick, Massachusetts is a thriving community of approximately 36,000 residents. It enjoys a tradition of responsive government services, strong citizen engagement, and respect for its proud history. The Select Board seeks a dynamic leader with outstanding interpersonal and visioning skills who can guide the Town through the years to come.

Incorporated in 1781, Natick is 16.1 square miles in size, of which 1 square mile is water. Natick is part of Middlesex County and is bordered by the Towns of Dover, Framingham, Sherborn, Wayland, Wellesley, and Weston.

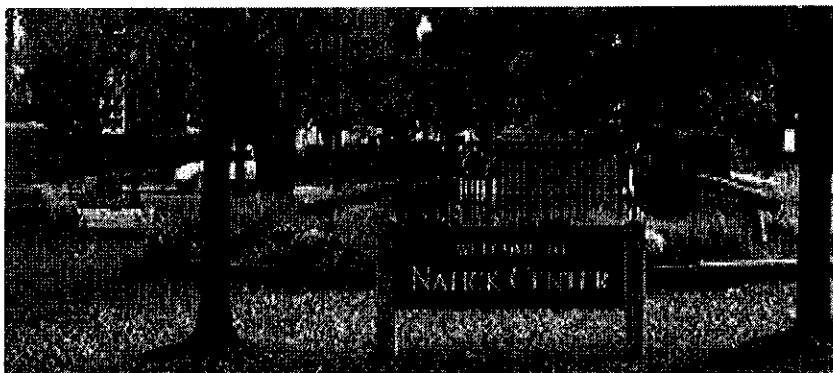
Natick is located approximately 16 miles east of Boston which is easily reached via Route 9, Route 90 (Massachusetts Turnpike), or the two commuter rail stations in Town. Natick is geographically located in the heart of the area known in Massachusetts as "MetroWest." It is an economically thriving area of residential and commercial activity. Natick has an active downtown area filled with retail/artisan shops, financial and personal services, restaurants, and places to congregate. It also has a vibrant commercial corridor along Route 9 that is home to the preeminent indoor shopping mall in New England as well as several well-known corporations providing employment in the bioscience, retail, computer and information technology, medical, and hospitality industries.

More information about the Town, the Charter, By-laws, Departments and Budgets may be found on the Town's webpage:

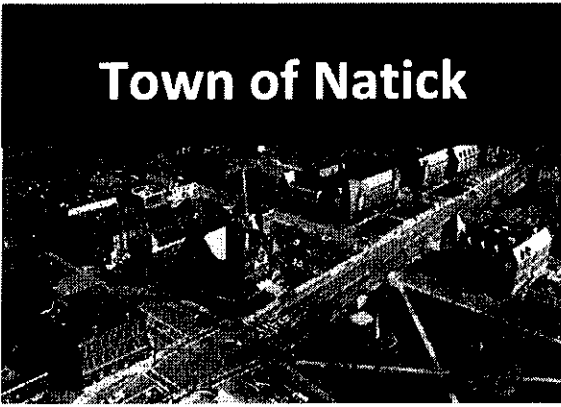
<https://www.natickma.gov>

The Town Administrator serves as the Chief Administrative Officer of the Town and is responsible to the Select Board for the administration of all affairs under the Town of Natick Charter and By-laws. Selected responsibilities include:

- Providing supervision, direction, and oversight of the Town's day-to-day administrative and operational functions;
- Assuring all provisions of Massachusetts General Laws, the Town Charter and By-laws and votes of the Select Board, Town Meeting, and other Town agencies which require enforcement are faithfully performed and enforced;
- Preparing and submitting the fiscal documents necessary for the Annual Budget and Capital Outlay Programs;
- Serving as the appointing authority in accordance with employment laws, collective bargaining agreements, and Civil Service requirements for most employees under the jurisdiction of the Select Board;
- Administering the Town's personnel system, including, but not limited to personnel policies and practices, employee performance review rules and regulations, with the guidance of the Personnel Board;
- Negotiating all contracts and collective bargaining agreements and dispute resolution, except those under the authority of the School Committee; and
- Keeping appropriate boards and committees informed of the fiscal condition and financial needs of the Town and providing recommendations to all elected and appointed officers, as necessary.



Town of Natick



THE GOVERNMENT

Natick's governance includes a five-member Select Board that serves as the executive body of the Town. Each member is elected to a three-year term.

The Select Board appoints a Town Administrator as the Chief Administrative Officer of the Town who is charged with implementing the policy initiatives of the Select Board and managing the Town's day-to-day administrative and operational affairs.

Natick has a Representative Town Meeting form of government which serves as the legislative body for the Town, in the tradition of the New England region of the United States. Natick Town Meeting has 180 members (18 elected from each of the 10 precincts) who serve three-year terms. It meets semi-annually or more frequently as needed to discuss financial, land use, and other important legislative matters. The Town Clerk and the Moderator are also elected.

Other elected boards/commissions include Board of Health, Housing Authority Board of Commissioners, Morse Institute Library Board of Trustees, Planning Board, Recreation and Parks Commission and School Committee.

The School Committee oversees the policies and budget of Natick's highly regarded public school system and appoints the School Superintendent.

TOWN PRIORITIES

Finances. The Town seeks to continue its strength in financial management and to pursue opportunities for innovation and ways to best utilize the Town's resources in challenging financial times.

Education. Natick has excellent public schools. The Town Administrator must foster collaboration and maintain positive relationships with the school administration and the School Committee.

Team Building and Human Resources. The Town has excellent staff and values all contributions. The Town Administrator is charged with ensuring the team works well together with the common purpose of providing services to all stakeholders in the community.

Citizen Engagement. The Town embraces civic engagement and expects the Town Administrator to be a facilitator of citizen involvement with a true appreciation of the input, value and impact such involvement has in building a strong community.

Economic Development. The Town wishes to maintain its commitment to smart economic development while maintaining its cultural and community priorities.

Environmental Sustainability. The Town works collaboratively through its departments, committees and other stakeholders to evaluate and improve the town's environmental, sustainability, climate and energy policies and practices, including development and implementation of a Net Zero plan.

Diversity, Equity, and Inclusion. The Select Board affirms that Natick is a community that cares about its citizens and those who work, play, or simply come to visit. Each individual should be treated with dignity and respect, and the Select Board opposes all expressions of hatred, intolerance, and discrimination.

THE IDEAL CANDIDATE

The Town seeks an individual who possesses the following characteristics and skills:

- A demonstrated and dynamic leader who is forward-thinking, fair-minded and transparent;
- An effective and experienced manager from an environment of similar complexity who has proven strong organizational and professional skills;
- Experienced in guiding the development of a shared strategic vision for the community and whose words and actions provide clarity to those they supervise as well as all boards, commissions, state and federal officials, and the general public;
- An individual who has strong finance, capital, human resources, labor and employee relations, planning, and community and economic development skills;
- An innovator who nurtures a culture of continuous improvement, has a keen awareness of best practices, and is able to recognize and act upon opportunities to effectively move the Town forward;

Town of Natick



NATICK BY THE NUMBERS

FY21 Budget:

Town	\$39,608,828
School	\$70,039,646
(including vocational)	
Shared	\$48,507,523
Capital	\$861,500

Bond Rating:

Standard and Poor's (July 2020)	AAA
Fitch	AAA

2021 Uniform Tax Rate: \$13.61

2021 Tax Classification:

Residential	\$100,287,220	79.51%
Commercial	\$22,786,279	18.06%
Industrial	\$653,839	<0.52%
Personal Prop	\$2,396,361	1.9%

2021 Revenue by Source:

Tax Levy	\$126,170,609	73.93%
State Aid	\$14,876,255	8.71%
Local Receipts	\$12,560,903	7.36%
Other	\$17,050,277	10.00%

Reserves:

Free Cash	\$1,300,000
All Stabilization Funds	\$24,030,027

- A collaborator, one who has the skills to listen, engage, understand and sustain relationships with all stakeholders;
- Skilled and experienced in the people skills needed to lead a diverse workforce, delegate and motivate effectively, maintain an environment of collaborative teamwork while developing and mentoring subordinates; and
- A person with unquestionable ethics and integrity and committed to the standards for municipal management professionals specified by the International City Management Association (ICMA).

QUALIFICATIONS

A master's degree from an accredited college or university and five years of relevant experience or a bachelor's degree and ten years of relevant experience. An ICMA-credentialed manager is desirable.

The Town of Natick believes a workplace that attracts and retains diverse personnel will allow it to serve its citizenry more creatively, strategically, and productively and is an Equal Opportunity Employer that encourages and welcomes all applications.

SALARY AND BENEFITS

Natick is a dynamic place to live, work, and play. As such, the Town provides a generous benefits package and anticipates negotiating a comprehensive total compensation package with a starting salary in the range of \$200,000 +/- DOQ.

APPLICATION PROCESS

Please submit a resume and cover letter expressing your interest and detailing your qualifications to: recruitment.umb@gmail.com. Please confirm all documents in a single PDF file and include your **LAST NAME and NATICK TA** in the subject line. Resumes and cover letters will be reviewed after the deadline of **April 20, 2021**.

SELECTION PROCESS

Resumes and cover letters will be reviewed after the deadline of April 20. Resumes will be reviewed by the Screening Committee and selected candidates will be invited to an initial interview to be held in executive session. The Screening Committee will recommend candidates to be forwarded to the Select Board for public interviews.

QUESTIONS AND REFERRALS

Should you have any questions regarding this opportunity, or a recommendation of a colleague, please contact **Mary Flanders Aicardi**, Human Resources Practice Lead at 508-215-8992.

ADDITIONAL INFORMATION

Please visit the Collins Center for Public Management webpage for additional information www.umb.edu/cpm.