

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 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

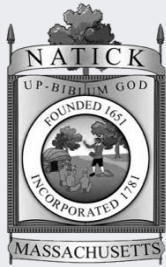
Please submit a resume and cover letter detailing your qualifications to: recruitment.umb@gmail.com. Please combine all documents in a single PDF file and include your **LAST NAME and Oak Bluffs TA** in the subject line. Resumes and cover letters will be reviewed after the deadline of April 30, 2021.

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 it'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 (including vocational)	\$70,039,646
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.