



Town of Bridgewater
Town Council

October 22, 2024

7:00 PM

Town Manager Preliminary Screening Ad Hoc Committee Meeting

The meeting will be held virtually via Zoom.

To attend via video, click on the link below:

<https://us06web.zoom.us/j/85823558071>

To attend via phone, dial: 1(646) 876-9923

Meeting ID: 858 2355 8071

MEETING AGENDA

A quorum of the Town Council may be in attendance

Disclosure: Pursuant to Section 20 of Chapter 20 of the Acts of 2021, An Act Relative to Extending Certain Covid-19 Measures Adopted During the State of Emergency, this meeting of the Town Council for the Town of Bridgewater will be fully remote and accessible to the public through remote participation to the greatest extent possible. There will be no in person attendance permitted. Citizens who wish to tune in to the meeting may do so via Zoom or Facebook Live.

- A. CALL TO ORDER**
- B. APPROVAL OF MINUTES FROM PREVIOUS MEETINGS**
 - a) September 30, 2024 Meeting Minutes
- C. CITIZEN COMMENTS**
- D. INTERVIEWS**
 - a) **7:00pm to 7:45pm**
Municipal Resources, Inc.
Alan Gould, MRI President
Robert Mercier, Senior Consultant
Buzz Stapczynski, Senior Consultant
 - b) **7:45pm to 8:30pm**
Groux-White Consulting, LLC.
Richard J. White, Principal
 - c) **8:30pm to 9:15pm**
Community Paradigm Associates, LLC
John Petrin, Senior Associate
Julie Jacobson, Senior Associate

- E. NEXT STEPS**
- F. CITIZEN COMMENTS**
- G. ADJOURNMENT**



Town of Bridgewater

Town Council

September 30, 2024

7:30 PM

Town Manager Preliminary Screening Ad Hoc Committee Meeting

MEETING MINUTES

A Quorum of the Town Council may be in attendance

CALL TO ORDER

A quorum being duly present, Councilor Paul Murphy, Chair of the Town Manager Preliminary Screening Ad Hoc committee called the meeting to order at 7:30pm on Monday, September 30, 2024. The meeting took place in the Council Chambers.

PRESENT

Fred Chase, Dr. Kevin Perry, Susan Robinson, Paul Murphy and Timothy Fitzgibbons.5

APPROVAL OF MINUTES FROM PREVIOUS MEETINGS

a) September 23, 2024 Meeting Minutes

Councilor Chase made a motion to approve the minutes from September 23, 2024. This was duly seconded by Councilor Robinson.

A voice vote was taken with the results recorded as follows:

Fitzgibbons – Yea; Chase – Yea; Perry – Yea; Murphy – Yea; Robinson – Yea.

Motion Passed 5-0.

PUBLIC COMMENT – None

ITEMS TO BE DISCUSSED

a) Search firm evaluation discussion

Mr. Fitzgibbons noted that all evaluations seemed similar and suggested that those rated 0 to 3 could be discussed.

Councilor Robinson noted that according to the criteria in the RFP her evaluation was based on did they furnish specific examples of community projects and there were no examples.

Councilor Chase noted that none of the 3 tailored their response to the RFP. Weeded through by looking at candidates they placed or positions they discussed. Also noted that these 3 firms are industry leaders, competent.

Councilor Murphy noted that he would like to interview the firms and Councilor Robinson was in agreement to that.

Councilor Perry noted that his rankings were close and that MRI was out of New Hampshire and do most of their work in New Hampshire and that the other two firms have done more work in Massachusetts.

Councilor Chase noted that MRI has a nationwide focus and their database would consist of more people outside of Massachusetts.

Councilor Perry noted that Groux White has a former police chief who does the background work and liked the examples of Paradigm's position statement, advertising and provided the most examples. Agrees that interviews should be conducted.

Councilor Robinson asked if the interviews could be done via Zoom and Councilor Perry noted that each of them could come up with one question to ask across the board and thinks Zoom could be done in this regard because of travel time.

Councilor Murphy polled the group to see if Tuesday, October 22nd starting at 7pm will work for all for the search firm interviews. They will be conducted via Zoom and be 45 minutes each. The committee agreed on the date of October 22nd and the Acting Town Manager will reach out to the search firms to confirm time for each.

The Ad Hoc Committee discussed the reference process and the Councilors volunteered to contact the following cities/towns to check references:

Paradigm:

Palmer, MA: Mr. Fitzgibbons
Dedham, MA: Councilor Murphy
Winthrop, MA: Councilor Perry
Reading, MA: Councilor Robinson
Foxboro, MA: Councilor Chase

Groux White:

Southbridge, MA: Mr. Fitzgibbons
Falmouth, MA: Councilor Perry
Orleans, MA: Councilor Murphy
Middleboro, MA: Councilor Chase
Provincetown, MA: Councilor Robinson

MRI:

Westford, MA: Councilor Murphy
Lakeville, MA: Councilor Fitzgibbons
Lexington, MA: Councilor Robinson
Berlin, MA: Councilor Perry
Carver, MA: Councilor Chase

Councilor Murphy noted that the Town Council Clerk will create an excel spreadsheet and send out

to each member. He will also send out an email to each councilor with what questions from the RFP each will have.

b) Next Steps

A meeting to discuss the search firm references is taking place on Monday, October 28th at 7:30pm in Council Chambers

PUBLIC COMMENT

- Mark Linde: thanked the committee for having in person meetings and requested that future meetings be hybrid so that the public can also attend. Also noted that an RFP was not received by Collins Center and was told that they do not respond to RFPs, that you have to go to them and asked if the committee has to pick the lowest bidder.

ADJOURNMENT

Mr. Fitzgibbons made a motion to adjourn, which was duly seconded by Councilor Robinson.

A voice vote was taken with the results recorded as follows:

Fitzgibbons – Yea; Chase – Yea; Perry – Yea; Murphy – Yea; Robinson – Yea.

Motion Passed 5-0.

Meeting adjourned at 8:25pm.

**RESPONSE TO REQUEST FOR PROPOSAL #25-01
TOWN OF BRIDGEWATER, MASSACHUSETTS
TOWN MANAGER RECRUITMENT
AUGUST 2024**

**Prepared by:
Municipal Resources, Inc.
66 Main Street, Suite B
Plymouth, NH 03264
603-279-0352
all@mrigov.com**

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LETTER OF INTEREST

August 1, 2024

Town of Bridgewater, MA
Town Manager's Office
66 Central Square
Bridgewater, MA 02324
Procurement@BridgewaterMA.org

Municipal Resources, Inc. ("MRI") is pleased to submit this response to your request for proposals to work with the Town of Bridgewater, MA on the recruitment and selection of an exceptional candidate for the position of Town Manager.

With more than 30 years of experience with public sector executive recruitments our record for helping municipalities identify and select candidates with the right "fit" is impressive. By investing time and energy to learn about the specific challenges of the job and understand the personality of the community, we can identify candidates with the right blend of management skill, leadership style, values, philosophy, and approach to ensure a "fit" for success and long tenure. Because the scope of services offered by MRI across the region and our many contacts, particularly in New England, MRI can leverage those contacts to directly recruit quality candidates.

Although a full client list is attached, the following are recent recruitments in a number of communities that you'll be sure to recognize:

- Barnstable County, MA - County Administrator
- Dartmouth, MA - Town Administrator
- Hanover, MA - Town Manager
- Lakeville, MA – Town Administrator
- Somerset, MA - Town Administrator
- Westford, MA – Town Manager



UNIQUE SERVICES IN PUBLIC SECTOR RECRUITMENT

MRI has been serving municipalities for more than 30 years. Although our focus is New England, we have provided services to more than 750 municipalities throughout New England and beyond. We use this “reach” to benefit our clients. In conducting recruitment and selection services, we endeavor to do more than merely match candidates to job openings:

- We profile *your* community in a way that highlights the unique attributes that make it a desirable opportunity for potential candidates.
- We work closely with you to understand the leadership and management aspects of the position that may be unique to your community in order to establish and clarify job expectations.
- We actively seek out and recruit candidates that we believe would be a good potential match for your community.
- We work closely with each applicant to help them understand the position requirements and the expectations you have for the successful candidate while keeping them abreast of their status at each step in the selection process.
- We recognize that the client is not only hiring a senior executive but may very well be bringing an entire family into the community. Consequently, we work with the applicants to enable them to learn as much as possible about the region as well as the client community, and we help the client prepare to support the assimilation of the new Manager. We are also careful to ensure that economic expectations and family needs or special circumstances are clearly understood early in the selection process.
- We stay actively involved through the final selection and formal appointment. Our objective is to initiate and establish long-term, successful relationships between the individuals we help place and our clients.

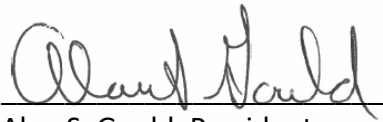
Alan Gould, President, will act as the Principal-In-Charge and Project Manager for this project and will oversee all aspects of the recruitment process. The proposed project team is outlined in our response to the RFP; members assigned to this team are veterans of similar projects and have specialized in Massachusetts recruitments.

We understand that every community is different; therefore, every search is different. MRI works hard to understand the intricacies and uniqueness of each client’s organization and then tailors the process to meet their specific needs and expectations.

We look forward to the possibility of working with the Town of Bridgewater, MA on this project. Please feel free to contact us if you have any questions or need additional information.

Respectfully submitted,

MUNICIPAL RESOURCES, INC.



Alan S. Gould, President

Municipal Resources, Inc.

66 Main Street, Suite B, Plymouth NH 03264

119 International Drive, Portsmouth, NH 03801

(603) 279-0352

(603) 765-5998 Cell

agould@mrigov.com

ABOUT OUR TEAM

All Principal Consultants affiliated with the firm have substantial experience in government service, a background which proves beneficial to our clients, as we are able to fully understand and address the issues and concerns of the officials and decision-makers with whom we do business.

We believe that Municipal Resources has the best collection of talent that any consultant can produce at any price. Generally, our affiliates are current or recently retired practitioners in their field. They have held or hold positions at or near the top in their respective fields. All consultants assigned to this team are veterans of similar projects and have specialized in Massachusetts recruitments.

In order to provide a higher level of service to our clients, a team of MRI consultants will be assigned to this project. This approach gives us a wider outreach to actively recruit the best candidates and to provide a higher level of screening for the candidate pool. The team of consultants assigned to this recruitment would be as follows:

CORPORATE STRUCTURE

MRI is an S Corporation registered in New Hampshire, with the following officers:

Alan S. Gould, President and Chief Operating Officer

Christian Pearsall, Treasurer

John Deachman, Esquire, Secretary

Justin Van Etten, Chairman, Board of Directors, Co-Owner

Donald R. Jutton, Sr., Founder and Member, Board of Directors, Co-Owner

PRINCIPAL-IN-CHARGE and PROJECT MANAGER

Alan S. Gould, President and Chief Operating Officer, is a graduate of Saint Anselm College with a BS degree in Criminal Justice. He is certified as a Public Manager by the American Academy of Certified Public Managers and has completed numerous management and leadership programs including the Babson Command Training Institute and the FBI's LEEDS program. He is recognized for his creativity in community policing and his leadership in promoting ethics in the law enforcement community. Mr. Gould began his public sector career with the Salem, NH, Police Department where, during 21 years, he served at all ranks of the Department. He served as Chief of Police in Rye, NH, where, upon retirement from law enforcement, he was appointed and served as Town Administrator until joining MRI in 2008. Mr. Gould served as the Ethics Instructor at the New Hampshire Police Academy for 15 years and has been an instructor of college courses in Criminal Code, Criminal Investigation, Report Writing, Constitutional Law, and Juvenile

Delinquency. Among his many community involvements, Alan served as an initial incorporator of two non-profit organizations; one addressing family violence and visitation issues, and the other established to help seniors remain in their homes as they age. He continues to serve as Deputy Emergency Management Director in the coastal community of Rye, NH, located within the Seabrook Nuclear Power Plant's Emergency Planning Zone. In addition to his responsibilities as MRI's Chief Operating Officer, Mr. Gould manages most of the company's public safety projects including operational studies and "internal" investigations. Mr. Gould also specializes in recruitment/selection processes for executive level municipal positions and has completed hundreds of processes for top management positions throughout New England.

PROJECT TEAM MEMBERS

Reginald (Buzz) S. Stapczynski, ICMA-CM, has 40 years of public sector management experience at the local, county, and state levels of government. He served as Town Manager of Andover, MA, for 25 years. As Chief Executive Officer, he was responsible for the administration and management of a full-service municipality. He was responsible for \$170 million operating budget for municipal/school departments; maintenance and construction of municipal/school infrastructures, managing millions in capital projects; economic development/planning of the Town's industrial/commercial base. During his tenure, the rating agencies recognized his administration for outstanding fiscal management by awarding Andover with the AAA bond rating. He also served as Town Manager in Wilmington, MA, for many years. Buzz worked for the Commonwealth of Massachusetts in the Department of Mental Health as a Budget Manager. Prior to coming to Massachusetts, Stapczynski worked for Fairfax County, VA, as a Budget Analyst in the Office of Management and Budget. Buzz is the former President of the Massachusetts Municipal Association (MMA) and the Massachusetts Municipal Management Association (MMMA). He served on the Massachusetts Interlocal Insurance Association, Inc. (MIIA) Board of Directors. He was on the Governor's Advisory Council during the Dukakis and Weld Administrations. More recently, he participated on Lieutenant Governor Polito's Special Municipal Focus Group. He is the former Chair of the MMMA's Future Managers Committee. Buzz received his B.A. in Politics from The Catholic University of America in Washington D.C., and Master's in Public Administration from the University of Kansas. He attended the Harvard University, J.F.K. School of Government Program, for Senior Executives in Local Government. Buzz brings a wealth of knowledge to MRI in all areas of government administration, as well as experience with public/private partnerships.

Robert Mercier is a senior level executive manager with over 35 years in both the private and public sectors. He has direct experience managing public budgets in excess of \$100 million, and in developing policy and implementing programs that promote positive, smart business growth. Most recently he served as the Town Administrator for Burlington, Massachusetts from 1999 to 2012, returning to the community after serving as the Town's first Town Administrator from 1980 to 1986. From 1986 to 1991 he served as President and Chief Executive of the Regional North Suburban Chamber of Commerce, serving 13 communities along Route 128. Bob was Town

Manager in Billerica, MA, from 1991 through 1998. He served as Interim Administrator in Boxborough in 1999 and Interim Town Administrator in Wayland in 2013. He received his BA in Education and History from the University of Lowell and earned his Masters' Degree in American Government from Salem State University. Mr. Mercier has also received a Post Graduate Certificate in Leadership and Organizational Management from Notre Dame University. Mr. Mercier is a former member of the MBTA Advisory Board, and has served on the Route 3 Advisory Committee that contributed to the successful, on time and on budget expansion of the Route 3 corridor. He joined MRI in 2014 and serves as a municipal management consultant specializing in executive recruitments.

Carol M. Granfield, *ICMA-CM*, has a master's in administration from Central Michigan University and is one of 1266 ICMA Credentialed Managers in the country. Ms. Granfield is also a graduate of the Senior Executive Institute at the University of Virginia, Harvard JF Kennedy School of Government summer program, Leadership New Hampshire and Fairfax, and one year of law school at Massachusetts School of Law. She is an adjunct professor at Granite State College where she teaches Human Resources and Public Administration. She possesses over 38 years of public sector management experience and 9 years of private sector experience. Ms. Granfield, a native of Pittsfield, Massachusetts, has broad public service experience at the town, city and county levels of government. Ms. Granfield has served in Town Manager/Town Manager positions in large and small communities in New Hampshire (Derry, Meredith, Hooksett, Moultonborough), and as County Manager in Cumberland County, Maine; Town Manager in Dixfield and Kittery, Maine; Director of Administration in Herndon, Virginia; and Personnel Director in Fairfax, Virginia. Ms. Granfield's expertise in Human Resources and Labor Relations includes the establishment of personnel policies; organizational studies; wage, classification, and benefit studies along with union negotiations to include the interest-based model. Ms. Granfield is co-author of the ICMA e-book, *Performance Appraisal Fundamentals: A Quick Guide to Fair, Consistent, and Useful Performance Appraisals*. Ms. Granfield has participated in many successful public sector executive recruitment projects and has also conducted strategic planning, goal setting, and team building programs in NH, ME and VA communities. She has also developed and implemented positive career development and training programs for employees of a number of municipal organizations. Ms. Granfield has given presentations at national conferences of the ICMA, the International Public Management Association for Human Resources, and at state conferences in VA, MA, ME, and NH. Ms. Granfield has served on many professional and civic boards to include the Public Employee Labor Relations Committee; ICMA Credentialing Board; NH Local Government Board, Maine Municipal Association Advisory Board, Belknap County Economic Development Commission, Derry Planning Board, and is Past President of the NH Management Association, IPMA-Virginia, Dixfield Economic Development Organization, and the Derry Village Rotary. Ms. Granfield is also appointed by the Governor to the NH Public Employee Labor Relations Board.

Elizabeth Mensinger, Recruitment Coordinator, graduated from Providence College with a Bachelor of Arts degree in Social Work and attained her Master of Social Work degree at the

University of Central Florida. She has experience in business management as well as program development and implementation and has served in leadership positions in public, private and non-profit settings. Elizabeth has proven success in bringing together teams and creating effective and efficient processes to achieve goals. As MRI's Recruitment Coordinator Elizabeth is responsible for establishing and maintaining professional relationships with candidates and for identifying candidates with the attributes sought for the various recruitment positions. Elizabeth also provides Job Task Analysis services and data collection and analysis for MRI's Public Safety studies.

APPROACH & PROCESS

The following describes the activities we propose to undertake in a *comprehensive* executive recruitment process; typically, we customize the process by adding or deleting steps in order to address specific needs of your community:

1. Meet with the Town Manager, Committee Members, Senior Staff of the Town, and an appointed Screening Committee to review the recruitment process and work toward developing a **Community Profile and Challenge Statement (see attached sample in Attachment A). This Community Profile and Challenge Statement** helps to:
 - a. Promote the “place” of your community and highlight those special qualities and unique characteristics that will separate your community from others that may be seeking to fill similar positions.
 - b. Identify critical organizational issues and challenges;
 - c. Clarify roles, responsibilities, and expectations for the position;
 - d. Understand the qualities, strengths, and characteristics of candidates envisioned for the position;
 - e. Characterize the most desirable management strengths, behavioral styles, personal attributes, and motivating values needed in the ideal candidate to increase the probability of success in the role; and
 - f. Identify the likely issues and opportunities that the next Manager must be prepared to address.

To gain input from the community and other stakeholders, MRI will interview other key officials, as identified by the Town Manager and Screening Committee, and will ***open an e-mail address for this specific recruitment that will provide for community input.*** If desired by the client, we can schedule/facilitate up to two

listening sessions/public forums as well interviews with department heads and other key stakeholders. Once approved by the client, the Ideal Community Profile and Challenge Statement will be posted on MRI's recruitment website for potential candidates to review.

2. We will work to develop a timeline for the recruitment process so that the Client and all candidates can plan accordingly.
3. If requested, we will provide a recommended updated position description.
4. If requested, we will provide a recommended updated position description.
5. We will develop ad copy, recommend advertising venues, and coordinate placement of the ads (cost of advertisements is included in the lump sum price). Resumes are typically received for at least 30 days.
6. We will research MRI's database and contact potential candidates from other similar recruitments we have conducted. Leveraging our significant contacts in local government management across New England we will actively pursue potential candidates that we believe will be a good fit for your community. It should be noted that MRI's advertising is targeted at venues that are most likely to engage candidates with the professional training and experience desired by the client. We are also proud of our ability to recognize and recruit high-quality "non-traditional" candidates who have succeeded in their roles as Chief Executive/Administrative Officers. Since some of these advertising venues will be viewed nationally and even internationally, we expect to have approximately 17 states represented in the candidate pool. MRI's recruitment efforts go well beyond the team identified in this proposal as we leverage our entire consulting group for the benefit of the client.
7. We will canvass MRI's professional network to identify and reach out to promising potential candidates to invite their applications.
8. We will receive, acknowledge and hold all resumes in confidence. We have found that assured confidentiality will increase the number and quality of applicants rather significantly. We acknowledge receipt of all resumes and keep candidates apprised of their status at each selection point throughout the process.
9. We will provide you with an overview of relevant information about the candidate pool, answer questions, and review selection criterion at each decision point throughout the process.
10. Our team of professional consultants will screen and review all resumes for minimum qualifications before ranking them against the Ideal Candidate Profile.

11. MRI's assessment of candidates is based upon the qualities, skills and experience identified in the cover letter and resumes, in the response to essay questions, the preliminary background screening, and the phone interviews with the MRI team.
12. We will work with the Town Manager, Committee Members and Screening Committee to develop a written essay questionnaire to be sent to the top-tier candidates, focusing the questions on matters of special relevance to the client's needs or current situation. Candidates will have a specified amount of time to respond (typically 10 days), after which our team of consultants will review and rank the responses.
13. After essay responses have been returned, and reviewed, we conduct a web search of the top remaining candidates and canvas our consultants, to identify potential issues or controversies in other jurisdictions. Then, two members of our team will conduct telephone interviews with these candidates, placing the focus on their current position and reasons for leaving; career history of successes and failures; future personal and professional goals; and their understanding of best practices and contemporary professional thinking in the field. In addition to screening the candidates, this interview provides for a follow-up to the essay responses and information found in the web searches. It also assists us in determining the verbal communication skills of the candidate and his/her ability to answer questions spontaneously.
14. We will provide the Town Manager, Committee Members and Screening Committee with the submittals of the top-tier candidates and meet to discuss these candidates and determine which candidates they would like to interview (normally 5 to 6). We will prepare and facilitate the Screening Committee interviews. Those candidates chosen by the Screening Committee will move forward to interviews with the Committee Members. MRI will prepare the Committee Members for and facilitate those interviews. All meetings will be in conformance with the Massachusetts Open Meeting Law.
15. Following interviews with the finalists, the Town Manager and Committee Members, in consultation with our lead consultant, will determine what if any, additional steps are needed to arrive at a final selection.
16. We will assist the Town Manager and Committee Members with the development of terms and conditions of employment, preparation of a conditional offer of employment, and creation of a draft of an employment agreement.
17. If the final candidate will be relocating to the community from a significant distance, we may recommend and can coordinate a family visit to the community prior to making a conditional offer of employment.

18. We will complete a comprehensive background investigation (included in lump sum price) on the selected candidate which shall include, but not be limited to, previous employment, criminal and motor vehicle records checks, finances, references (including those independently developed by MRI), and interviews with previous employers. These backgrounds are handled by our Law enforcement specialists and are extensive. In addition to the “checks” completed by our competitors, we interview a significant number of developed resources that will provide valuable insight into a candidate’s ethics, judgment, personality and work product. We are recognized as leaders in the area of providing comprehensive backgrounds and have been relied upon, even by police chiefs, to provide the backgrounds so critical to hiring quality employees.
19. In order to protect the client, MRI will typically not complete a comprehensive background on a candidate before a conditional offer of employment is accepted, unless the Town provides a waiver.

TIMELINE

The following schedule represents the typical timeline MRI would like to meet in the recruitment and selection process. As you will see, the approximate 30 day run time for resume submission is the longest period of time over which we have no control. During this period, resumes are being received, acknowledged, and scored, while we are gathering information that will help us to narrow the field and develop essay questions. Once the resumes have been scored, things will move along pretty quickly.

Since there is little room for “compression” of this schedule, any delays will need to be added to the end of the process. The background investigation on the selected candidate will likely take about two weeks. During that two-week period, we will be assisting the Client with contract negotiations. We normally expect a two- or four-week delay between the signing of a final contract with the start date of the chosen candidate since he or she likely has a contractual obligation to a current employer.

In our experience, if a process runs significantly longer than the 3 months outlined in this schedule, desirable candidates may withdraw for other employment opportunities.

The Town desires that the consultant make every effort to bring this process to completion within a reasonable timeline from the signed contract for services but recognizes that scheduling of various meetings may extend this timeline.

The timeline expressed by the client is very reasonable and can be achieved comfortably.

PROPOSED TIMELINE

TASK	WEEK #											
	1	2	3	4	5	6	7	8	9	10	11	12
Community Profile & Challenge Statement and Recruitment Plan												
Meetings with Committee Members and Designees												
Develop Position Advertisement, Community Profile & Challenge Statement												
Finalize Timeline												
Place Advertisements												
Develop Essay Questions												
Active Recruitment and Review of Submissions												
Accept and Review submissions												
Recruit qualified candidates from MRI's professional network												
Deadline and Final resume scoring. First cut of candidates.												
Send and review candidate Essays												
Preliminary background work on candidates												
Second cut and Telephone Interviews												
Selection of semi-finalists												
Interviews												
Candidate Interviews – Committee Members and Screening Committee												
Next Steps as determined by consultation w/Board												
Conditional Offer and Background												
Negotiation of Contract												
Comprehensive Background Investigation												

TENURE GUARANTEE

To the extent that Municipal Resources is engaged to conduct a comprehensive recruitment as described above, we will guarantee to undertake a recruitment and selection process at no expense to the community should the employment relationship, after it is negotiated and documented by an executed employment agreement, be terminated by either party within 12 months. However, no such guarantee shall exist if said termination occurred due to death or catastrophic illness of the selected candidate, or due to the actions of, or encouragement to the selected candidate by a majority of a newly elected Board, Committee or Council. There shall be no cost for MRI's recruitment services; however, the Client shall cover the costs associated with advertising and interviews.

REFERENCES and RECENT CONTRACTS

Barnstable County, MA
County Administrator 2024
Justyna Marczak, HR Director
3195 Main Street
Barnstable, MA 02630
(508) 375-6600

Northborough, MA
Town Administrator 2023
Mitch Cohen, Select Board, Chair
63 Main Street
Northborough, MA 01532
(508) 393-5040

Lakeville, MA
Town Administrator 2021
Board of Selectmen
346 Bedford Street
Lakeville, MA 02347
(508) 946-8803

Southwick, MA
Chief Administrative Officer 2023
Doug Moglin Chairperson
445 College Highway
Southwick, MA 01077
(413) 569-5995

Middleton, MA
Town Administrator 2015, 2023
Brian Cresta, Select Board
Kosta Prentakis, Select Board
(978) 777-3617

Westford, MA
Town Manager 2022
Kristen Las, Town Manager
55 Main Street
Westford, MA 01886
978-692-5501

See **Attachment B** for additional references/full client list.

PROMOTIONAL MATERIAL

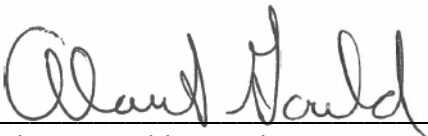
See **Attachment A** for sample Community Profile.

REFERENCES

See **Attachment B** for a full list of References

Respectfully submitted,

MUNICIPAL RESOURCES, INC.

By: 

Alan S. Gould, President
Municipal Resources, Inc.
66 Main Street, Suite B, Plymouth NH 03264
119 International Drive, Portsmouth, NH 03801
(603) 279-0352
(603) 765-5998 Cell
agould@mrigov.com

ATTACHMENT A





Invitation to Qualified Candidates

Lexington, MA (34,000 pop.), steeped in American history and considered by many historians to be the "Birthplace of American Liberty" is seeking a proactive and progressive community leader, committed to excellence, to serve as its next Town Manager. In addition to its rich history, Lexington is a diverse and vibrant community with one of the top ranked school systems in the country. Having maintained its small town charm, yet located only 12 miles from Boston, Lexington is home to a number of Fortune 500 high-tech and life science corporations.

The Town is governed by a five member Select Board, Town Manager and Representative Town Meeting form of government. With the assistance of a Deputy Town Manager and two Assistant Town Managers and the Senior Management Team, the Town Manager oversees a full-service municipality with a municipal operating budget of \$146M (includes some shared school costs) and 344 FT employees. The stability of this community is evidenced by its AAA bond rating, thriving business community and the six-year tenure of its retiring Town Manager.



The successful candidate must have a Bachelor's degree (Master's degree preferred) and a minimum of seven years of progressively responsible experience in public administration, or an equivalent combination of education and demonstrated senior leadership experience. The salary range to \$260K plus an excellent benefit package is commensurate with this community's expectation for continued excellence in town management.

The Town of Lexington is committed to fostering, cultivating and preserving a culture of diversity, equity and inclusion. The Town values and celebrates the diversity of the community, recognizing the contributions from all of our employees, visitors, businesses and residents that enrich the character and quality of life in Lexington. Therefore, to best serve all constituents, the government of the Town will promote, as well as respect and accommodate, diversity in its workforce.

For further information potential candidates are directed to the [Town of Lexington](https://www.lexington-ma.gov/) website and the [Municipal Resources, Inc.](https://www.municipalresourcesinc.com/) website or to contact Alan Gould, President, Municipal Resources Inc. at 603-279-0352, x320.

To apply submit a resume and cover letter, in confidence, as a PDF attachment to recruitment@mrigov.com by 8 AM EST on July 8, 2024.

IDEAL CANDIDATE PROFILE

The *Ideal* Candidate for the position of Lexington, MA, Town Manager will have:

A minimum of a Master's degree in public administration, business administration, or a related field placing a strong emphasis on finance or organizational management.

At least 7 years of demonstrated senior level experience in public management or similar relevant, transferable experience at an executive level in a not-for-profit, higher education institution or other senior responsible position.

A career record of creative, innovative and thoughtful financial management with an emphasis on strategic capital planning for both short term and long term projects and a proven ability to work within an established and successful budget process.

The ability to be intellectually curious, creative and to think outside the box in helping the community identify non-traditional solutions to emerging issues.

Strong public speaking, presentation skills and extensive use of electronic media to communicate important messages both internally and externally to all interested parties.

A collaborative and deliberative style of management that allows for and promotes community involvement by an engaged, caring and diverse citizenry that embraces and actively promotes the importance of diversity, equity and inclusion in all municipal operations.

Extensive knowledge and experience in negotiations within a collective bargaining environment.

Proven record of nurturing and embracing an established positive culture while promoting civility and professional decorum in all public discourse.

Demonstrated ability to provide unbiased guidance and support to all elected officials and those appointed to a broad range of committees and commission. A history of managing Town affairs in an open, diplomatic and transparent manner. Must possess the highest professional and ethical standards in performing the duties of the Town Manager.

Ability to lead, organize, inspire and manage people. Must listen, empower and support staff while building upon the strong "team" approach to problem solving in Lexington.

A proven set of skills and abilities that allows the manager to multi-task a myriad of issues while remaining focused on Select Board priorities.

Skills in working collaboratively, cooperatively and building consensus, including a strong emphasis on maintaining a positive and productive relationship between the school and municipal administrations.

Demonstrated career long commitment of active engagement in the civic life of the community which is an important part of the Town Manager responsibilities in Lexington.

TOWN MANAGER – LEXINGTON, MASSACHUSETTS

INTRODUCTION

The Lexington Town Manager position provides a rare opportunity for a seasoned management professional with a demonstrated track record of progressive leadership to work and enjoy all the opportunities of this 'destination' community. Candidates will find a highly engaged five-member Select Board and a diverse, dynamic and active citizenry that participates enthusiastically in all aspects of their government.

This Profile is intended for use as a resource in the search for the next Town Manager. Although it is expected that candidates with a sincere interest in the position will do their own research, this document provides valuable information and links for candidates considering their 'fit' with the Lexington community.

Much information is provided herein but candidates are encouraged to learn more about the position by visiting [Municipal Resources' website](#) or the [Town's website](#).



ABOUT LEXINGTON

The Town of Lexington, MA, is located in Middlesex County, 12 miles northwest from Boston, at the intersection of I-95/Route 128 and Route 2. Today it has a diverse population of approximately 34,000 residents and 12,000 households. Its land area is approximately 17 square miles.

It is predominately a residential community made up of an attractive mix of neighborhoods, an active commercial Town Center, and blend of industrial and business parks. Given Lexington's important place in American history, tourism is a significant element of the Town's economy.



The daytime work population is estimated to be over 40,000. Lexington is home to a number of life-science, bio-lab and healthcare companies, including: Takeda Pharmaceuticals, Beth Israel Deaconess Healthcare/Children's Hospital, Lahey Clinic, MIT Lincoln Laboratory and BAE Systems. Hanscom Air Force Base and Laurence G. Hanscom Field, New England's largest general-aviation airport, are adjacent to Lexington and provide additional employment opportunities. As well as being a desirable place to live, raise a family and work, Lexington has a number of unique features which attract families and retain seniors.

TOWN MANAGER – LEXINGTON, MASSACHUSETTS

The Lexington Public Schools are ranked among the best in the country. The school enrollment is about 7,000 students and they are educated in ten public school facilities. Additionally, Lexington is home to the Minuteman Regional Vocational Technical High School. The Town has an active tourist economy based on being the “The Birthplace of American Liberty” that brings in people from near and far. There is a creative economy that is the envy of suburban municipalities with a movie house in the Town Center, the Munroe Center for the Arts, the Lexington Arts and Crafts Society and the Town’s Cary Memorial Building and its large Battin Hall, which hosts a Performing Arts Series and is home to the Lexington Symphony. The Town recently received a Cultural District Designation from the state.



Running through the Town is 5.3 miles of a ten-mile-long rail trail, Minuteman Bikeway, which links Bedford, Lexington and Arlington to the Alewife Massachusetts Bay Transportation Authority (MBTA) Station in Cambridge and the subways and buses that serve the Boston area. The bikeway was constructed in 1992-93 and is one of the premier rail trails in the country. The expansive and friendly Lexington Community Center has the motto, “a place for every Lexington resident” and its extensive programs, activities and services backs up this claim!

LEXINGTON’S HISTORY: THE BIRTHPLACE OF AMERICAN LIBERTY

The Town of Lexington holds a remarkable place in our country’s history. In 1642, a mere 22 years after the Pilgrims landed in Plymouth, the Town was settled as a farming community, named Cambridge Farms as a part of Cambridge. Lexington was formally incorporated as a Town by the Massachusetts Legislature in 1713. The early settlers were farmers making their living along Vine Brook.



TOWN MANAGER – LEXINGTON, MASSACHUSETTS

Then on April 19, 1775, the first battle of the Revolutionary War was fought on the Lexington Common, what is known today as The Battle Green. The Red Coats initially prevailed against the Minute Men but were subsequently repelled in Concord at the Old North Bridge, thus preventing the capture of the militia's arms. At the Battle of Lexington the first shots in the war were fired as well as the first bloodshed in defense of liberty, thus earning the title, "The Birthplace of American Liberty".

Today, Patriots' Day is celebrated on the third Monday in April with a day filled with remembrances, programs and activities in Lexington. The celebrations include an early morning reenactment of the Battle of Lexington by Colonial and British Reenactors. The community prides itself on its history and place in the founding of our country, and on Patriots' Day they honor this heritage. Visitors from around the world gather on The Battle Green to witness and participate in Patriots' Day.

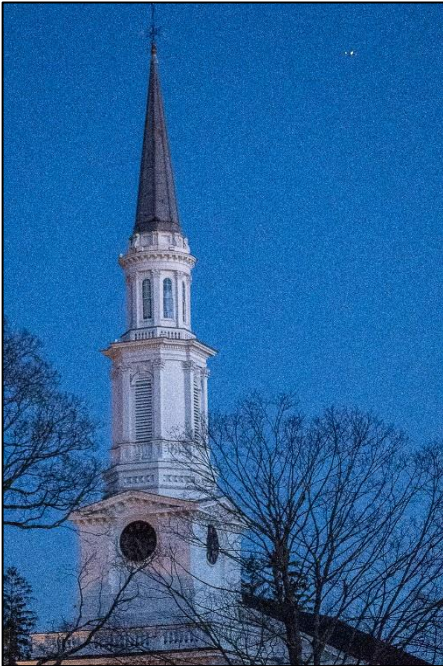


For the 250th Anniversary of the Battles of Lexington and Concord, which will take place in April 2025, the Town of Lexington is collaborating with the Towns of Arlington, Lincoln and Concord and Minuteman National Park. The Select Board established a 16 member Semiquincentennial Committee to plan, organize and conduct a celebration with the motto "Honor the past, Inspire the future". A portfolio of events are being planned for April 2025.

The Town will host federal, state and local officials, as well as international dignitaries, to participate in these celebrations. It is anticipated that thousands of guests from across the country and around the world will be in Lexington to witness these historic days. The Town Manager and key departments are already involved in the logistics of an endeavor of this magnitude. The new Town Manager will need to be ready to provide the support and over-sight to ensure a safe and successful celebration.



LEXINGTON BUDGET



This spring, the Annual Town Meeting approved a General Fund budget of \$290.1M for FY2025. This represents a 4.1% increase over the FY2024 adopted budget. The Select Board, School Committee, Appropriation Committee and Capital Expenditures Committee held numerous Summit Meetings during the budget planning process leading to the Board's ["FY2025 Recommended Budget and Financing Plan"](#) that was presented to the Annual Town Meeting. The budget is made up of funding for these five purposes; Education \$143.9M, Municipal \$49.1M, Shared expenses \$72.3M, Capital not financed \$16.8M and Other expenses \$8.0M.

Lexington has a history of conservative budgeting for both revenues and expenditures and as a result has built up reserves. The Town has three primary stabilization funds: General of \$10.4M, Capital of \$27.3M, and Special Education of \$683K plus many specialized stabilization funds established for a variety of purposes. The FY2023 undesignated fund balance, also known as, "Free Cash" was \$17.0M. Revenue from New growth is projected to be \$3.0M for FY2025. The Select Board has requested the Town Manager draft the required balanced budget that

is achieved within estimated revenues and does not require an override of the State's Proposition 2 ½ annual-budget-increase limitation. This, however, will be a challenge in the future as the demand for both school and municipal services increases against a limited revenue base.

The bond rating agencies have recognized that Lexington has followed financial policies and practices in a manner expected of municipalities with strong debt/credit capacity and, as a result, both Moody's and Standard & Poor's have awarded the Town their highest possible, investment grade ratings, Aaa and AAA respectively. Additional Town budget information can be viewed at www.lexingtonma.gov/budget.

THE CHALLENGE

The successful candidate for the Lexington Town Manager position must have a proven record of establishing positive internal, as well as external, relationships while holding her/himself and others to the highest standards of integrity and accountability. The Town Manager must also be fully committed to the concept of transparency and openness in government, ensuring those concepts are practiced throughout the organization. Nurturing positive relationships throughout the diverse community, listening to the various constituencies, and working with the Select Board, Town Meeting Members, boards, committees and commissions will be a key to success. The Town Manager must be unbiased, having the diplomacy and patience to seek and value input from all sides of an issue.



TOWN MANAGER – LEXINGTON, MASSACHUSETTS

Given Lexington's high expectation for quality and responsive services, the Town Manager is expected to lead, direct, mentor, and motivate a professional team that will consistently deliver these exemplary core community services. The Town Manager must seek to identify and understand the vision of the community for its future and provide professional, technical, and management support to the elected officials and those persons appointed in their effort to efficiently and effectively provide for the collective needs of those who live and work in the community. The ideal candidate must be able to anticipate and recognize potential problems and patterns, and then work with staff and others to develop proactive solutions. The Select Board will depend on the Town Manager to present it with unbiased information on important matters in a relevant, meaningful way that provides the appropriate perspective.



Lexington is well served by a highly respected and experienced Senior Management Team. It is important for the new Manager to value these key employees and maintain the positive working relationships that have already been established.

It will be crucial for the next Manager to have a proven record of succession planning, recruiting, selecting and grooming a high-performance team. Additionally, a challenge for the new Manager will be a personal commitment to recruitment goals that will help diversify the Town's workforce to better reflect the changing demographics within Lexington.

In order to address the Town-wide concerns about the changing demographics, the former Town Manager and the School Superintendent formed the Diversity Advisory Task Force to advise them and the community's appointed and elected leaders on the issues regarding diversity relative to age, ethnicity, race, sexual orientation, gender identity, religious beliefs and mental or physical ability. This initiative led to Town Meeting resolutions on systemic racism and full inclusion, the Town's creation of a Chief Equity Officer position and the school department's creation of the Office of Equity in support of their students. In addition, the Select Board has adopted a framework for implementation of the resolutions.



Lexington is a very desirable community in which to live, raise a family and work and a significant part of

the challenge facing the new Town Manager will be to balance the costs of providing a high level of Town and education services at a sustainable tax rate. This issue of property tax increases is most acute among the aging demographics in Lexington and the lack of affordable housing options for many, including seniors in the community. The Manager must provide active and visible leadership on this important issue. In order to achieve this, the Manager will need to help guide the Town in its desire to balance the issues of economic development,

TOWN MANAGER – LEXINGTON, MASSACHUSETTS

traffic mitigation and transportation needs in both the commercial and residential areas, with the residents' stated desires to maintain the history, heritage and high quality of life.

The community and its leaders are strongly supportive of sustainability initiatives, adopting both long and short term goals for the Town's infrastructure, and for business and housing developments locating or expanding in Lexington. Lexington has an active portfolio of sustainability policies and initiatives, led by a Sustainability and Resilience Officer. Additionally, Lexington is one of 10 communities participating in the state's Fossil Fuel Free Demonstration Program and recently adopted the Specialized Code.



An important and productive initiative for economic development within the community has been the focus on attracting and retaining clean industry geared around the growth industries of bio-tech and life sciences. Recent examples of the town's success in this initiative include companies such as Uniqure which received a TIF incentive, Orum Therapeutics and Alchemab Therapeutics. The community has promoted rezonings that will attract these burgeoning industries in certain areas of the Town that have traditionally been business or industrially zoned. Those areas have recently seen success with companies locating or expanding around Hartwell Ave, Bedford Street and the Hayden Ave districts.

The issue of housing needs and affordability is a top priority for the Select Board and recognized as a critical need in the 2023 Comprehensive Plan. In 2022, the Town created an Affordable Housing Trust which it has been seeding through CPA and other funds. 2024 Annual Town Meeting overwhelmingly approved disposition of a Town owned parcel of land for development of 100% Affordable housing. Lexington was one of the first communities to adopt the new state mandated MBTA Communities multi-family zoning. This zoning would allow for housing density increases as well as mixed use developments that could allow access to housing choices for a range of residents and workers across income levels in the community. Although this is seen as a boon to the community by providing housing opportunities, many residents are concerned with the overall impact these new residential units will have on the school department student population. Recently, the town has been dealing with a number of active proposals that would fall under the housing initiatives promoted by the State. The town has established a number of housing centric committees to help the community understand the intent of the law and how best for Lexington to address its obligations. The next manager will need to take a central role in this process going forward.



TOWN MANAGER – LEXINGTON, MASSACHUSETTS

The Town has a significant stake in a number of large capital improvement projects, some are underway now, and others in the planning stages for the next five to ten years. In particular the Town is currently working through a plan for renovating or reconstructing Lexington High School in partnership with the Massachusetts School Building Authority (MSBA). This project is currently estimated to cost \$600-\$650 million and will require a successful Debt Exclusion referendum in the coming 18-24 months. This project is currently in the feasibility and design phase with construction estimated to begin during fiscal year 2027. The Town Manager will be a voting member of the School Building Committee for this project. The Manager must be experienced in capital planning and financing such that increasing debt service does not unduly impact town services and programs. In addition, the next Manager needs to be aware of the financial strategies necessary to maintain the Town's investment grade bond ratings (Moody's Aaa and Standard and Poor's AAA) and balancing the Town's ability to pay with and without Proposition 2-½ debt exclusions.

Current capital projects include:

- Police Headquarters
- High School planning project
- Cary Library Renovation
- Swing Space Renovation
- Golf Course Clubhouse
- Lincoln Fields replacement

Future capital projects include:

- Central Administration – relocation and demolition
- Major field construction
- East Lexington Fire Station
- Stone Building Renovation
- Middle School HVAC Replacement
- Town Office Building Renovation
- High School construction project

The Manager must be skilled at developing and maintaining the positive working relationship that exists with the Lexington Public Schools. The new Manager will need to engage in immediate discussions with key school personnel to plan for possible future growth in the school-age population due to the MBTA rezoning that may strain the ability of the school system to provide sufficient space within its existing infrastructure, in addition to short and longer-term needs involving new buildings and renovations across the entire school district.

The Town Manager plays a significant role in negotiating and administering the Town's collective bargaining agreements. The Town Manager must be an experienced and effective negotiator with demonstrated skill and success in managing and administering fair and reasonable collective bargaining agreements for both sides while balancing the needs of the employee with the ability of the residents to pay.

The ideal candidate must possess outstanding verbal presentation and written communication skills. It is imperative that the Manager be able to communicate effectively and diplomatically with town leaders, staff, and the public. In order to do this, it is expected the Manager will need to have a high level of community engagement. It is the Town Manager's responsibility to keep the public informed, so the Manager must be committed to operational transparency and possess the ability to synthesize and communicate clear program/project level progress on cross-functional initiatives and activities inherent in Lexington's tradition of civic participation. The Town Manager must leverage emerging technologies and other creative ways to promote community involvement. Customer service is a high priority for Lexington, which means the successful candidate must place great value on listening and providing accurate and transparent information to all members of the community.

ADDITIONAL INFORMATION

Much information is provided herein but candidates are encouraged to learn more about the position by visiting [Municipal Resources' website](#) or the [Town's website](#). Candidates can also contact Alan Gould at agould@mrigov.com or by phone at 603-279-0352 ext. 320. To apply submit a resume and cover letter in PDF format to recruitment@mrigov.com. **Applications must be submitted by July 8, 2024 by 8am EST.**

ATTACHMENT B



MANAGEMENT RECRUITMENT REFERENCES

MASSACHUSETTS

Acton, MA

Town Manager 2018
Land Use & Econ. Dev. Director 2015
Steven Ledoux, Town Manager
472 Main Street
Acton, MA 01720
(978) 929-6611

Amesbury, MA

CFO Recruitment Assistance 2019
Ken Gray, Mayor
62 Friend Street
Amesbury, MA 01913
(978) 388-8121

Andover, MA

Finance Director 2011
Police Chief Recruitment 2013
Steven Bucuzzo, Asst. Town Manager
36 Bartlet Street
Andover, MA 01810
(978) 632-8220

Ashland, MA

Town Manager 2012
Steven Mitchell, Chairman
Board of Selectmen
101 Main Street
Ashland, MA 01721
(508) 881-0100

Assumption College

Public Safety Director 2013
Christian McCarthy
Executive Vice President & Treasurer
Assumption College, Finance Office
500 Salisbury Street
Worcester, MA 01609
(508) 767-7424

Avon, MA

Deputy Police Chief Recruitment 2022
Jeffrey J. Bukunt, Chief of Police
Avon Police Department
86 Fagan Dr.
Avon, MA 02322
(508) 583-6677

Barnstable County, MA

County Administrator Recruitment 2024
Justyna Marczak, HR Director
3195 Main Street
Barnstable, MA 02630
(508- 375-6600

Barre, MA

Town Administrator 2023
Maureen Marshall, Select Board Chair
40 West Street
Barre, MA 01005
(978) 355-2504 x135

Bedford, MA

Town Manager 2018
Richard T. Reed
10 Mudge Way
Bedford, MA 01730
(781) 275-1111

Berlin, MA

Town Administrator 2019, 2022
Kristin Rubin Town Administrator
Fire Chief Recruitment 2019, 2022
R. Scott Hawkins
Selectboard, Chair
23 Linden Street
Berlin, MA 01503
(978) 310-5919

Blackstone, MA

Town Administrator Recruitment 2021, 2023
Ryan Chamberland
Board of Selectmen, Chairman
15 St. Paul Street
Blackstone, MA 01504

Boxborough, MA

Chief Financial Officer 2024
CFP/Accountant Recruitment 2023
Michael Johns Town Administrator
29 Middle Road
Boxborough, MA 01719
(978-264-3127

Boxford, MA

Town Administrator 2021
Tim Feeny, Chair
7A Spofford Road
Boxford, MA 01921

Boylston, MA

Town Administrator 2008
Kenneth Sydow, Selectman
221 Main Street
Boylston, MA 01505
(617) 654-3697

Brookfield, MA

Highway Superintendent 2024
Kelli Robbins, Town Administrator
6 Central Street
Brookfield, MA 01506
(508) 867-2930

Canton, MA

Town Administrator 2016
Jody Middleton
Human Resources Director
801 Washington Street
Canton, MA 02021
(781) 821-2936

Carver, MA

Town Administrator Recruitment 2022
Select Board
108 Main Street
Carver, MA 02330
(508) 866-3401

Concord, MA

Town Manager 2019
Parks & Rec Director 2016
Christopher Whelan, Town Manager
PO Box 535
22 Monument Square
Concord, MA 01742
(978) 318-3000

Danvers, MA

Town Manager 2014
Steve Bartha
Town Manager
One Sylvan Street
Danvers, MA 01923
(978) 777-0001

Dartmouth, MA

Town Administrator 2017
Executive Administrator 2009
Police Chief 2009
David Cressman, Town Adm.
400 Slocum Road
Dartmouth, MA 02747
(508) 910-1820

Dighton, MA

Town Administrator 2017
John P. Taylor, Chairman
Dighton Board of Selectmen
979 Somerset Avenue
Dighton, MA 02715
(508) 669-6431

Duxbury, MA

Police Chief Recruitment 2023
Rene Read, Town Manager
878 Tremont Street
Duxbury, MA 02332
(781) 934-1100

Everett, MA

Chief Financial Officer 2015
Kevin O'Donnell
Human Resource Director
City of Everett
484 Broadway, Everett MA 02149
(617) 394-2282



MASSACHUSETTS CONTINUED

Georgetown, MA

Town Administrator 2021
Town of Georgetown
1 Library Street
Georgetown, MA 01833

Hanover, MA

Director of Comm Dev & Planning 2018
Town Manager Recruitment 2017
Brian Barthelmes, Selectman
550 Hanover Street
Hanover, MA 02339
(781) 826-5000

Hadley, MA

Town Administrator 2020
Christian Stanley, Selectboard Chair
100 Middle Street
Hadley, MA 01035
(413) 586-0221

Hanson, MA

Town Administrator 2020
Laura Fitzgerald-Kemmett
Chair, Board of Selectmen
542 Liberty Street
Hanson, MA 02341
(781) 293-5186

Hubbardston, MA

Town Administrator 2022
Jeff Williams, Chair, Select Board
7 Main Street # 12
Hubbardston, MA 01452
(978) 928-5244

Kingston, MA

Town Administrator 2013
Nancy M. Howlett
Acting Town Administrator/
Chief Procurement Officer
26 Evergreen Street
Kingston, MA 02364
(781) 585-0500

Lakeville, MA

Town Administrator 2021, 2024
Board of Selectmen
346 Bedford Street
Lakeville, MA 02347
(508) 946-8803

Leicester, MA

Town Administrator 2013
Doug Belanger, Chairman
Leicester Board of Selectmen
3 Washburn Square
Leicester, MA 01524
(508) 892-7000

Lenox, MA

Town Manager Recruitment 2013
David Roche, Chairman
Lenox Board of Selectmen
Town Hall
6 Walker Street
Lenox, MA 01240
(413) 637-5500, x-7

Lexington, MA

Town Manager 2018, 2024
James Malloy
Town Manager
2nd Floor, Town Office Building
1625 Massachusetts Ave
Lexington, MA 02420
(781) 698-4581

Manchester-by-the-Sea, MA

Police Chief Recruitment & Assessment
Center 2016
Fire Chief Recruitment & Assessment
Center 2016
Police/Fire/EMS Studies 2015
DPW Director Recruitment 2014
Dispatch Study 2014
Town Admin Recruitment 2012
Police Chief Recruitment 2007
Gregory Federspiel, Town Administrator
Manchester-by-the-Sea, MA 01944
(978) 526-2000

Marblehead, MA

Town Administrator Recruitment 2011
Anthony M. Sasso, Town Administrator
Abbot Hall
188 Washington Street
Marblehead, MA 01945
(781) 631-0000

Mendon, MA

Town Administrator 2013
Fire Chief 2018
Diane Willoughby, Admin. Asst.
20 Main Street
Mendon, MA 01756
(508) 473-2312

Middleton, MA

Town Administrator 2023
Brian Cresta, Select Board
Kosta Prentakis, Select Board
(978) 777-3617
Town Administrator 2015
Christine Lindberg, Chair Selectmen
48 South Main Street
Middleton, MA 01949
(978) 774-3589

Monson, MA

Town Administrator 2013
Edward A. Maia, Chairman
Monson Board of Selectmen
29 Thompson Street
Monson, MA
(413) 267-4100

Nahant, MA

Town Administrator 2015
Mary Ellen Schumann
Administrative Assistant
334 Nahant Road
Mahant, MA 01908
(781) 581-0088

Newton, MA

HR Director 2016
Mary O'Neill
Human Resources Recruiting Manager
City of Newton
1000 Commonwealth Ave.
Newton Center, MA 02459
(617) 796-1265

North Andover, MA

Town Manager 2019
Denise Casey, Deputy Town Manager
Town of North Andover
120 Main Street
North Andover, MA 01845

Northborough, MA

Town Administrator Recruitment 2023
Mitch Cohen, Chair, Select Board
Tim McInerney, Town Administrator
63 Main Street
Northborough, MA 01532
(508) 393-5040

Plainville, MA

Town Administrator 2015
Plainville Board of Selectmen
PO Box 1717
142 South Street
Plainville, MA 02762
(508) 695-3142

Princeton, MA

Police Chief Recruitment 2023
Sherry Patch, Town Administrator
6 Town Hall Drive
Princeton, MA 01541
(978-464-2102

Rutland, MA

Police Lieutenant Recruit/Assessment 2023
Austin Cyganiewicz, Town Administrator
250 Main Street
Rutland, MA 01543
(508) 886-4100



MASSACHUSETTS CONTINUED

Seekonk, MA

Town Administrator 2013
Nelson Almeida, Chairperson
Seekonk Board of Selectmen
100 Peck Street
Seekonk, MA 02771
(508) 336-2910

Sherborn, MA

Town Administrator 2022
Select Board
19 Washington Street
Sherborn, MA 01770

Somerset, MA

Town Administrator 2022
Alan Smith, Chair, Board of Selectman
Mark Ullucci, Town Administrator
140 Wood Street
Somerset, MA 02726
(508) 646-2800

Southborough, MA

Fire Chief 2018
Mark J. Purple, Town Administrator
Town of Southborough
17 Common Street
Southborough, MA 01772

Southbridge, MA

Town Manager 2015
Town Manager's Office
41 Elm Street
Southbridge, MA 01550
(508) 764-5405

Southwick, MA

Chief Administrative Officer 2023
Doug Moglin Chairperson
445 College Highway
Southwick, MA 01077
(413) 569-5995

Sudbury, MA

Director of Public Works 2016
Town Manager 2015
Patty Golden, Senior Administrative Assistant
to the Town Manager
Board of Selectmen's Office
278 Old Sudbury Road
Sudbury, MA 01776
(978) 639-3382

Upton, MA

Town Manager 2017
James Brochu, Chairman
Upton Board of Selectmen
One Main Street
Upton, MA 01568
(508) 529-6901

Uxbridge, MA

Police Chief Recruitment 2018
Angie Ellison, Town Manager
21 South Main Street
Uxbridge, MA 01569
(508) 278-8600

Wayland, MA

Town Administrator 2013
Board of Selectmen
41 Cochituate Road
Wayland, MA 01778
(508) 358-7710

Wenham, MA

Town Administrator 2019
Police Captain 2017
Finance Director/Town Accountant 2016
Town Administrator 2015
Jack Wilhelm, Chairman
138 Main Street
Wenham, MA 01984
(978) 468-5520

Westborough, MA

Town Manager 2019
Kristi Williams, Town Manager
Board of Selectmen
Town of Westborough
34 West Main Street
Westborough, MA 01581
(508) 366-3030

Westford, MA

Town Manager 2022
Andrea Peraner-Sweet, Select Board, Chair
Kristen Las, Town Manager
55 Main Street
Westford, MA 01886
978-692-5501

NEW HAMPSHIRE

Allenstown, NH

Town Administrator 2018
Town Administrator 2010
Board of Selectmen
16 School Street
Allenstown, NH 03275
(603) 485-4276

Amherst, NH

Town Administrator 2018
Finance Director 2016, 2021
James O'Mara, Town Administrator
2 Main Street
PO Box 960
Amherst, NH 03031-0960
(603) 673-6041

Ashland, NH

Town Manager Recruitment 2021
Board of Selectmen
PO Box 517
Ashland, NH 03217

Atkinson, NH

Town Administrator 2021
Town Administrator 2019
Board of Selectmen
Town of Atkinson
21 Academy Avenue
Atkinson, NH 03811

Auburn, NH

Town Administrator 2022
Library Director 2012
Library Board of Trustees
Griffin Free Public Library
22 Hooksett Road
Auburn, NH 03032

Barrington, NH

Finance/HR Director 2016
John Scruton, Town Administrator
PO Box 660
333 Calef Highway (Route 125)
Barrington, NH 03825
(603) 664-7395

Bedford, NH

Finance Director 2015
Town Manager 2013
Town Manager 2012
Police Chief 2011
Town Manager
24 North Amherst Road
Bedford, NH 03110
(603) 472-5242, x-300



NEW HAMPSHIRE CONTINUED

Belmont, NH

Town Planner Recruitment 2021
Interim DPW Director 2017
Alicia Jipson, Town Administrator
143 Main Street
Belmont, NH 03220
(603) 267-8300

Berlin, NH

Interim DPW Director 2021
Philip Warren, City Manager
168 Main Street
Berlin, NH 03570

Bradford, NH

PT Fire Chief Recruitment 2019
Karen Hambleton, Town Administrator
Bradford Area Community Center
134 East Main Street
PO Box 6
Bradford, NH 03221

Brookline, NH

Town Administrator 2022
Town of Brookline
Attn: Drew Kellner
1 Main Street
Brookline, NH 03033-0360

Campton, NH

Town Administrator 2015, 2021
Sharon Davis, Chairman
Campton Board of Selectmen
10 Gearty Way
Campton, NH 03223
(603) 726-3223

Canaan, NH

Town Administrator Recruitment 2023
Stephen Freese, Select Board - Chair
1169 US Route 4
Canaan, NH 03741
(603) 523-4501

Carroll County, NH

HR Director Recruitment 2019
County Commissioners Office
95 Water Village Road
Ossipee, NH 03864

Claremont, NH

DPW Professional Development 2022
City Manager Recruitment 2021-2022
City Manager Recruitment 2016
Charlene Lovett, Mayor
City of Claremont
58 Opera House Square
Claremont, NH 03743
(603) 542-7002

Deering, NH

Fire Chief Recruitment 2016
Town Administrator 2021-2022
Peter Flynn, Town Administrator
762 Deering Center Road
Deering, NH 03244
(603) 464-3248

Derry, NH

Town Administrator 2016
Town Administrator 2010
Larry Budreau, Human Resources Dir.
14 Manning Street
Derry, NH 03038
(603) 845-5403

Dover, NH

Interim City Clerk 2023
Michael Joyal City Manager
288 Central Avenue
Dover, NH 03820
(603) 516-6000

East Kingston, NH

Clerk 2011
Matthew Dworman, Chairman
Board of Selectmen
24 Depot Road
East Kingston, NH 03827
(603) 642-8406

Enfield, NH

Town Manager 2017, 2021
Town Administrator 2005
Police Chief Recruitment 2018
Enfield Board of Selectman
PO Box 373
Enfield, NH 03748
(603) 632-7389

Farmington, NH

Town Administrator 2022
Town Administrator 2012
Board of Selectmen
356 Main Street
Farmington, NH 03835
(603) 755-2208

Gilmanton, NH

Town Administrator 2018
Board of Selectmen
PO Box 550
Gilmanton, NH 03237
(603) 267-6700 x 12

Gorham, NH

Fire Chief Recruitment 2016
Police Lieutenant Recruitment 2018
Robin Frost, Town Manager
20 Park Street
Gorham, NH 03581
(603) 466-3322

Greenland, NH

Town Administrator Recruitment 2018
Vaughan Morgan, Chairperson
Town of Greenland
100 Town Square, PO Box 100
Greenland, NH 03840

Hampstead, NH

DPW Director Recruitment 2023
Sally Theriault, Board of Selectmen
11 Main Street
Hampstead, NH 03841
(603) 329-4100

Hampton, NH

Interim Building Inspector 2019, 2021
DPW Assessment 2011
Jamie Sullivan, Town Manager
100 Winnacunnet Road
Hampton, NH 03842
(603) 926-6766

Hanover, NH

Sergeant Assessment Center 2023
Charlie Dennis Chief of Police
46 Lyme Road (Route 10N)
Hanover, NH 03755
(603) 643-2222

Hinsdale, NH

Interim Town Administrator, 2023
Water & Sewer Supt Recruitment 2018
Jill Collins, Town Administrator
Town of Hinsdale
11 Main Street
Hinsdale, NH 03451

Hollis, NH

Building Inspector/Code Officer 2017
DPW Director 2018
Town Administrator 2018
Interim Town Administrator 2018
Board of Selectmen
7 Monument Square
Hollis, NH 03049
(603) 465-3701

Hooksett, NH

Town Administrator 2009, 2019
Police Chief Recruitment 1999
Hooksett Town Council
35 Main Street
Hooksett, NH 03106
(603) 485-8472

Hudson, NH

Town Hall Staffing Study 2022
Finance Director Recruitment 2020
Land Use Director 2017, 2018
Stephen Malizia, Town Adm.
12 School Street
Hudson, NH 03051
(603) 886-6024



NEW HAMPSHIRE CONTINUED

Jaffrey, NH

Interim Utility Manager 2020
Public Works Study 2019
Town Manager 2016
Jon Frederick, Town Manager
10 Goodnow Street
Jaffrey, NH 03452
(603) 532-7880

Laconia, NH

City Manager 2011
City Council
45 Beacon Street East
Laconia, NH 03246
(603) 527-1270

Lakes Region Planning Commission

Meredith, NH
Executive Director 2013
Warren Hutchins
103 Main Street, #3
Meredith, NH 03253
(603) 279-8171

Lebanon, NH

Finance Director 2019
DPW Director 2018
City Manager 2017
Shaun Mulholland, City Manager
City of Lebanon
51 North Park Street
Lebanon, NH 03766
(603) 448-1071

Lincoln, NH

Town Manager 2021
Board of Selectmen
Town of Lincoln
PO Box 25
Lincoln, NH 03251

Litchfield, NH

Police Chief Recruitment 2023
F. Robert Leary, Board of Selectmen-Chair
2 Liberty Way, Suite 2
Litchfield, NH 03052
(603) 424-4046

Littleton, NH

Finance Director Recruitment 2020
Staffing Review 2020
James Gleason, Town Manager
Town of Littleton
125 Main Street, Suite 200
Littleton, NH 03561

McGregor Memorial EMS

Executive Director 2018
Matthew Willett, Chair
47 College Avenue
Durham, NH 03824

Meredith, NH

Town Manager 2003
Assessor 2005
Frank Michel, Esquire
66 NH Route 25
Meredith, NH 03253
(603) 279-6100

Merrimack, NH

Public Works Director Recruitment 2022
Paul Micali, Town Manager
6 Baboosic Lake Road
Merrimack, NH 03054
(603) 424-2331

Milton, NH

Town Administrator 2019
Board of Selectmen
Town of Milton
424 White Mountain Hwy
PO Box 310
Milton, NH 03851

Moultonborough, NH

Town Administrator Recruitment 2015
Carol Granfield, Interim TA
PO Box 139
Moultonborough, NH 03254
(603) 476-2347

NH Community Development

Finance Authority
Executive Director 2004
Michael Long
Former Chairman of the Board
Community Guaranty Saving Bank
Plymouth, NH
(603) 536-0001

New Boston, NH

Town Administrator 2023
Donna Mombourquette, Selectboard Chair
7 Meetinghouse Hill Road
New Boston, NH 03070
(603) 487-2500

New Hampton, NH

Town Administrator Recruitment 2023
Michael A. Drake, Board of Selectmen-Chair
6 Pinnacle Hill Road
New Hampton, NH 03256
(603) 744-3559

Newton, NH

Police Chief Recruitment 2023
Robert Marchand, Chair Selectmen
Finance Specialist 2023
Mark Andrews, Town Administrator
2 Town Hall Road
Newton, NH 03858
(603) 382-9140

Northfield, NH

Town Administrator Recruitment 2019
Board of Selectmen
Town of Northfield
21 Summer Street
Northfield, NH 03276

North Hampton, NH

Police Chief Recruitment 2023
Michael Tully, Town Administrator
237A Atlantic Avenue
North Hampton, NH 03862
(603) 964-1514

Northwood, NH

Town Administrator Recruitment 2023
Hal Kreider, Board of Selectmen-Chair
818 1st New Hampshire turnpike
Northwood, NH 03261
(603) 942-5586

Nottingham, NH

Town Administrator 2022
Donna Danis, Chair
139 Stage Road
Nottingham, NH 03290
(603) 679-5022

Pelham, NH

Town Administrator Recruitment 2014
Library Director Recruit/Interim 2014
Joseph Roark, Town Administrator
6 Village Green
Pelham, NH 03076

Pittsfield, NH

Town Administrator 2007
Board of Selectmen
PO Box 98
Pittsfield, NH 03263
(603) 435-6291

Plaistow, NH

Fire Chief Recruitment 2019
Town Manager 2006
Board of Selectmen
145 Main Street
Plaistow, NH 03865
(603) 382-8469

Portsmouth, NH

Kelly A. Harper, PHR
City of Portsmouth
1 Junkins Avenue
Portsmouth, NH 03801

Raymond, NH

DPW Planning Director Recruitment 2023
Town Manager 2007
Board of Selectmen
4 Epping Street
Raymond, NH 03077
(603) 895-4735



NEW HAMPSHIRE CONTINUED

Richmond, NH

Police Chief Recruitment 2018
Board of Selectmen
105 Old Homestead Highway
Richmond, NH 03470
(603) 239-4232

Rochester, NH

Commission of Public Works 2015
Fire Chief Recruitment 2021
Daniel Fitzpatrick
City Manager
31 Wakefield Street
Rochester, NH 03867
(603) 332-1167

Rollinsford, NH

Town Administrator Recruitment 2021
Selectboard
667 Main Street
Rollinsford, NH 03869

Rye, NH

Police Corporal Assessment Center 2023
Police Sergeant Assessment Center 2022
Town Administrator Recruitment 2022
DPW Director Recruitment 2021
Finance Admin. Recruitment 2021
Matt Scruton Town Administrator
10 Central Road
Rye, NH 03870

Salem, NH

Town Manager 2010
Michael J. Lyons, Chairman
Board of Selectmen
33 Geremonty Drive
Salem, NH 03079
(603) 890-2128

Somersworth, NH

Police Chief Assessment Center 2016
Director Dept. of Public Works 2013
Economic Development Mgr. 2012
Fire Chief Recruitment 2011, 2019
Robert M. Belmore, City Manager
City of Somersworth
One Government Way
Somersworth, New Hampshire 03878
(603) 692-9503

Stoddard, NH

Town Administrator Recruitment 2020
Board of Selectmen
Town of Stoddard
1450 Route 123 North
Stoddard, NH 03464-4153

Stratham, NH

Police Chief Recruitment 2018
Town Administrator 2018
Board of Selectmen
10 Bunker Hill Avenue
Stratham, NH 03885
(603) 772-7391 x187

Thornton, NH

Town Administrator 2022
Town Administrator 2017
John Paul Hilliard, Chairman
Board of Selectmen
16 Merrill Access Road
Thornton, NH 03285
(603) 726-8168

Wilton, NH

Town Administrator 2018
Board of Selectmen
PO Box 83
42 Main Street
Wilton, NH 03086
(603) 654-9451

Wakefield School District, SAU 101

Superintendent Search 2016
Norma Joy, Chairperson
Wakefield School Board
18 Commerce Way
Milton, NH 03851
(603) 534-1864

Warner, NH

Town Administrator 2013, 2023
Board of Selectmen
PO Box 265
5 East Main St.
Warner, NH 03278
(603) 456-2298

Weare, NH

Police Chief 2019
Board of Selectmen
Town of Weare
15 Flanders Memorial Road
Weare, NH 03281

Windham, NH

Town Administrator 2021
Finance Director Recruitment 2015
Brian McCarthy, Town Administrator
3 North Lowell Road
Windham, NH 03087
(603) 432-7732

Wolfeboro, NH

Interim Building Inspector 2020
Finance Director Background 2019
Town Manager 2015, 2017
Fire Chief 2016
David Owen, Town Manager
84 South Main Street
Wolfeboro, NH 03894
(603) 569-8161

MAINE

Berwick, ME

Town Manager &
Interim Town Manager 2015
Bryan O'Connor, Chairman
Berwick Selectmen
11 Sullivan Street
Berwick, ME 03901
(207) 698-1101

Brunswick, ME

Town Manager 2009
Fran Smith, Town Clerk
28 Federal Street
Brunswick, ME 04011
(207) 725-6659

Kittery, ME

Town Manager Recruitment 2013
George V. Dow, Chairperson
Kittery Town Council
200 Rogers Road Extension
Kittery, ME 03904
(207) 475-1329

Portland, ME

City Manager Recruitment 2015
Gina Tapp, HR Director
City of Portland
389 Congress Street
Portland, ME 04101
(207) 874-8300

Presque Isle, ME

City Manager Recruitment 2023
Martin Puckett, City Manager
City Hall
12 Second Street
Presque Isle, ME 04769

Sabattus, ME

Interim Town Manager &
Community Development 2011
Town Manager 2009
Board of Selectmen
Town of Sabattus
190 Middle Road
Sabattus, ME 04280
(207) 375-4331

Somerset County, ME

County Administrator 2013
Earla J. Haggerty
Interim County Administrator
Somerset County
41 Court Street
Skowhegan, ME 04976



VERMONT

Essex & Junction of Essex

Municipal Manager 2017
Town of Essex and Village of Essex Jct.
81 Main Street
Essex Junction, VT 05452

Hartford, Vermont

Town Manager 2018, 2020
171 Bridge Street
White River Junction, VT 05001
(802) 295-9353

Johnson, VT

Town Administrator Recruitment 2023
Duncan Hastings, Town Administrator
293 Lower Main West
Johnson, VT 05656
(844) 287-6709

Johnson, VT – Village of

Village Manager Recruitment 2022
Steven Hatfield, Trustee Chair
293 Lower Main Street West
Johnson, VT
(802) 635-2611

Newport, VT

City Manager Recruitment 2023
Laura Dolgin, City Manager
222 Main Street
Newport, VT 05855
(802) 334-2112

Shelburne, VT

Town Manager 2018
Jerry Storey, Chair of the Selectboard
Town of Shelburne
PO Box 88
5420 Shelburne Road
Shelburne, VT 05482
(207) 474-9861, X-232

St. Albans, VT

Staffing/Management Study 2021
Dominic Cloud, City Manager
St. Albans, VT
(802) 524-1500, Ext. 254

Thetford, VT

Town Manager Recruitment 2023
Sharon Harkay, Selectboard-Chair
3910 Route 113
Thetford, VT 05075
(802) 785-2922

Westminster, VT

Town Manager Recruitment 2023
Katrina Hamilton, Selectboard, Chair
3651 U.S. Route 5
Westminster, VT 05158
(802) 722-4255

Williston, VT

Town Manager Recruitment 2020
Town of Williston
7900 Williston Road
Williston, VT 05495

CONNECTICUT

Bloomfield, CT

Town Manager 2021
Mayor Danielle Wong
Town of Bloomfield
800 Bloomfield Avenue
Bloomfield, CT 06002
(860) 769-3500

Cromwell, CT

Town Manager 2013 & 2015
Public Works Director 2014
Enzo Faienza, Mayor
Town of Cromwell
41 West Street
Town Hall, 1st Floor
Cromwell, CT 06416
(860) 632-3410

Killingly, CT

Town Manager 2013
172 Main Street
PO Box 6000
Danielson, CT 06239
(860) 779-5334

Marlborough, CT

Town Manager Recruitment 2023
David Porter, Town Manager
26 North Main Street
Marlborough, CT 06447
(860) 295-6200

Simsbury, CT

Town Manager 2017
Lisa Heavner, First Selectwoman
933 Hopmeadow Street
Simsbury, CT 06070
(860) 658-3230

Tolland, CT

DPW Study 2023
Brian Foley, Town Manager
21 Tolland Green
Tolland, CT 06084
(860) 871-3600

Winchester, CT

Town Manager 2023
Bob Geiger, Interim, Town Manager
338 Main Street
Winsted, CT 06098
(860) 738-6962

Windsor, CT

Public Works Ops Manager 2016
Peter Souza, Town Manager
275 Broad Street
Windsor, CT 06095
(860) 285-1800

RHODE ISLAND

East Greenwich, RI

Fire Chief Recruitment 2018
Gayle Corrigan, Town Manager
Town of East Greenwich
125 Main Street
East Greenwich, RI 02818

Middletown, RI

Fire Chief Recruitment 2021
Police Chief 2018
Shawn J. Brown, Town Administrator
Town of Middletown
350 East Main Road
Middletown, RI 02842

Portsmouth, RI

Town Administrator 2011 & 2015
Police Chief 2013
Fire Chief 2012
Richard A. Rainer, Jr.
Town Administrator
2200 East Main Road
Portsmouth, RI 02871
(401) 683-3255

South Kingstown, RI

Town Manager 2021
Town of South Kingstown
Julie A. Mason, Finance Department
180 High Street
Wakefield, RI 02879

Westerly, RI

Town Manager 2015, 2018
45 Broad Street
Town Hall
Westerly, RI 02891
(401) 348-2500



Town of Bridgewater, MA

**Executive Search firm to assist
with Town Manager Recruitment**



Technical proposal

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*Examples of Recruitment Brochures provided as separate electronic attachment

June 30, 2024

Town Council
Municipal Office Building
66 Central Square
Bridgewater, MA 02324

Dear Council President Perry and Town Council Members:

We are pleased to submit a proposal to assist the Bridgewater Town Council and its Screening Committee in the recruitment of a Town Manager.

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

Richard J. White of Lexington, MA, will be assigned to this recruitment. Rick White is Principal partner in the firm and Tom Groux its founding Partner. Groux-White Consulting, LLC is not a corporation. Groux-White may engage firm associate Fredrick Ryan, former Police Chief in Arlington, MA of Ryan Associates for reference and background investigations as well as retired Brewster Town Manager, Charles Sumner for general participation. Resumes of both partners and Associates of the firm are enclosed. The Groux-White team has extensive experience in municipal administration. Groux-White Consulting was established in 1999 and has conducted numerous, successful executive (Town Manager/Administrator, Finance Director, Utility Director, Community Development Director, department head) recruitments. Groux-White Consulting has had great success with its recruitments with recommended candidates serving significant tenures.

The enclosed “draft” timetable assumes a 13-week recruitment and selection process. This schedule is tight, but realistic.

An important part of our proposal is an assurance to repeat the recruitment, at no fee to the town, if an individual, who has been recommended by Groux-White Consulting and appointed by the Town Council, fails for whatever reason, to remain in the position for eighteen (18) months. We take great pride in the quality of our work, finding the right candidate for our client and ensuring a great match. All our recommended candidates have served substantial employment terms and to date, we have not had to meet our “no fee” repeat recruitment guarantee. Additionally, we take great pride in that during our 25 years in business that a significant amount of our work is

from clients we have served previously. We believe that this speaks volumes as to the quality of our work and commitment to our client.

Our recruitment process is unique in that we spend a considerable amount of time with our client and others identified by the Town Council defining the necessary skills, experience, temperament, and style needed for the candidate to be successful. We pay special attention to a community's governance culture and the special skills and attributes a candidate will need to be successful. Additionally, we have helped Town Councils, Select Boards and screening committees who desire a more comprehensive effort at outreach develop community surveys and community input forums. We work prospective candidates hard before interviewing. Our candidates are prepared, aware of the challenges of the position and have a firm understanding of community culture and their prospective role in it. Effective recruitment is as much an art as it is a science. In the end, it is about hard work and finding the right fit. Any consultant can generate interest. Finding the right fit requires hard work.

Our contact list is substantial. We view prospective candidates as our clients. We do everything possible to serve them while ensuring confidentiality throughout the process. However, more importantly, effective recruitment is about relationships, trust, and shared experience. We believe we have earned the trust of our clients and candidates. We have a reputation with the candidates we recruit (even the ones who do not get the job) of service. We have had extensive and successful careers as Town Managers, have held leadership positions in the profession statewide as officers of the Massachusetts Municipal Association, the Massachusetts Municipal Management Association, the American Society for Public Administration, and the International City/County Management Association and have developed, trained, and mentored hundreds of municipal management professionals currently employed in the field.

Thank you for inviting us to submit this proposal.

Sincerely,

Richard J. White

Richard J. White

APPROACH TO RECRUITMET

TOWN MANAGER

July 30, 2024

Explained below is a description of how Groux-White Consulting will approach the recruitment of the Town Manager for the Town of Bridgewater, Massachusetts, and a description of the services to be performed. Please note that this approach assumes the Bridgewater Town Council will use a Search Committee to assist in the recruitment and that we would work closely with the Search Committee as well as with the Town Council.

Plan For Search

1. Consultation with the Bridgewater Town Council:

It is most important to have a clear understanding from the Bridgewater Town Council on the experience and personal attributes it believes its next Town Manager should possess. We like to meet with the Town Council at the beginning to obtain their collective and individual views on this matter.

It is also important to have the views of department heads and key Town officials prior to the recruitment. The next Town Manager will be working daily with many of these individuals. Therefore, input from these sources is important. This input is usually obtained by the consultant meeting with department heads, staff, and key Town officials in face-to-face meetings. We ask each member of the Town Council to identify citizens they believe will add important insights as to the necessary skills, experience, temperament, and style needed for a candidate to be successful in Bridgewater. Most towns assist us in gathering these views by having the Town Council's Office staff coordinate such meetings. Meetings are twenty to forty-five minutes in duration. We develop a synthesis of the feedback collected from each group and share that feedback with the Town Council as a way of assisting it in developing its own search criteria. Some Town Councils we have worked with want more feedback than department heads and key Town officials. We assist the Council in developing surveys and in managing public forums designed specifically to solicit community input. We will develop a summary of information for the Town Council received from either outreach effort. All this information gathered represents the core material we present to the candidates to ensure there is a good match.

2. Search Committee

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

Groux-White Consulting attends all meetings of the Search Committee and has found that such committees can be important to a successful recruitment and selection of a Town Manager.

3. Job Description and Professional Qualifications

Many features and challenges of the job that simply are not spelled out in writing either in Bridgewater's Town Charter, a Town Manager's Job description, Town By Laws, or Town Council Administrative Directives/Policies. Often, the position, role and authority has been established by practice or direction of the Town Council. A charter, a job description and administrative directives are important, however, every community has other expectations not always clearly stated. It is important that we get direction from the Council as to the Town Manager's expected role and authority prior to recruitment. It is important for the next Town Manager to have a clear understanding of the expectations of the Town Council. This is especially true in a community that has received long and able service from its well-regarded, Town Manager.

4. Salary Range and Benefits

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

5. Recruiting Brochure and Outreach

The most important task for the consultant is to conduct an outreach effort to prospective candidates. Groux-White Consulting, LLC has 25 years' experience recruiting municipal executives. The consultant team is well known by most managers and administrators in the United States, especially in Massachusetts and New England. We use all traditional as well as modern tools in reaching out to qualified candidates.

An important part of a full recruitment effort should include a formal profile of the Town and the position, normally set forth in a recruiting brochure, as well as an outreach effort by the consultant to prospective candidates.

The recruiting brochure or the profile describes the Town and the Town government's organizational structure. The profile will briefly describe the responsibilities of the new Town Manager. It will describe the management style, experience, etc. desired; and it will identify some of the current issues that the new Town Manager will be expected to deal with during their initial year of service. The brochure is expected to be a marketing piece directed at the busy executive, not a comprehensive evaluation of the position, its responsibilities, and requirements. Our experience is that brief, concise, and accessible is most effective in initiating interest. Some clients want a more comprehensive profile. An example of both types of profiles is included. The consultant will provide serious candidates with an in-depth summary of community culture, job challenges and performance expectations. Generally, we provide serious candidates with separate synopsis from community leaders, department heads and staff, and the Town Council (examples attached) as well as other feedback received.

The Recruiting Brochure or Position Profile serves several purposes. We send the profile to prospective candidates to introduce and attract them to the position and acquaint them with the Town of Bridgewater. Initial contact is designed to attract not overwhelm. We have found that the profile is a valuable recruiting tool. Generally, we send out between 300 and 500 brochures per recruitment. Additionally, we rely on years of personal and professional relationships to target our outreach. We utilize these relationships to research and then contact highly qualified candidates that we believe will find success in Bridgewater. We will ask selected, successful, professional managers we know in New England and throughout the country to recommend candidates and to forward the brochure if they have no interests to professionals they think may be qualified. Today's municipal manager recruitment market is competitive. About seventy percent (70%) of our placements were personally recruited by us and were not actively searching for employment opportunities.

6. Advertisements and Pro-Active Solicitation of Candidates

Groux-White Consulting will prepare and place the advertisement with several professional associations. We plan on advertising the position with the following professional associations: 1.) Massachusetts Municipal Association, 2.) International City/County Management Association, 3.) National Forum of Black Public Administrators, 4.) Maine Municipal Association, 5.) Rhodes Island State and Municipal Jobs site, 6.) Connecticut Municipal Career Center 6.) League of Women in Government, and 7.) The Municipal Management Association of New Hampshire. Additionally, most of these professional associations have formal advocacy groups that we will nurture. The competitive nature of the market and the importance of this recruit requires casting a wide net.

The most important role the consultant can perform is to conduct a targeted outreach effort to prospective, qualified candidates. It is unacceptable to simply advertise and wait for applications to be submitted. Nine of our last recruitments have been the result of our outreach to candidates who were not looking to move from their positions. The current recruitment market is highly competitive. The competitive nature of the market makes understanding the community, challenges, and culture critical.

Experience has shown that highly qualified and desired candidates do not always respond to advertisements. This is especially so in the public sector involving high profile positions such as Town Manager. Concern about premature public disclosure can often have adverse effects on a candidate's current position. Therefore, it is preferable for the consultant to initiate contact with quality candidates who might not otherwise apply due to confidentiality concerns. We guard a candidate's confidentiality with great care. Our candidates trust us. We promise no names will be released to the public without the candidate's written permission. This approach, when made by the consultant, does not commit the Town of Bridgewater to any applicant, but it does result in a larger and more qualified pool of candidates.

The consultants, with their extensive experience as Town Managers in Massachusetts and other northeastern states, as well as 25 years recruiting Town Managers will be able to draw on a wide network of contacts during the recruitment phase.

Review of Applications

7. Confidentiality of Applicants and Resumes

It is important to maintain confidentiality of each inquiry and application. Applications and resumes should be sent directly to Groux-White Consulting who will maintain confidentiality. Any resumes sent to the Bridgewater Town Council, or the Search Committee should be forwarded to the consultant. All resumes need to be acknowledged by the consultant.

All resumes will be made available by the consultant to both the Search Committee and the Town Council as required by law.

8. Initial Review of Resumes

The consultant will review all submitted applications and resumes to determine which ones meet the Town's selection criteria. This initial review is simply to screen "out" those applicants whose resume indicates they do not meet the Town's qualifications.

9. Second Review

After screening out non-qualified applicants, the consultant will prepare a confidential assessment of all applications. This assessment will summarize each applicant's relative experience, education, etc. and will be reviewed with the Search Committee on a confidential basis. The consultant will also advise the Search Committee which applicants are more qualified than others and will identify a list of recommended candidates. The Search Committee is under no obligation to limit their interest in the candidates to those recommended by the consultant.

Although Bridgewater is our client, we view and treat the applicants as clients as well. Our candidates are thoroughly screened and questioned. We ask for writing samples and links to sites that allow us to evaluate public presentation skills. Occasionally, we will develop an issues questionnaire asking the candidate to respond. We spend substantial time with the applicant, getting to know them and helping them to know Bridgewater, its opportunities, and challenges.

The consultant and Search Committee will review these applications and resumes in executive session. During this stage, the Committee, with assistance from the consultant, will make the choice of which applicants to invite for executive session interviews. The consultant recommends a pool of approximately eight (8) to twelve (12) candidates be personally interviewed by the Search Committee. We encourage the Search Committee to recommend up to four (4) finalists to the Town Council for their consideration. We prep each candidate prior to their interview, making sure they can present their best selves to the community.

10. Interviews by Search Committee

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

The consultant recommends that the Search Committee interview candidates only once. A second interview by the Search Committee should be avoided (unless the applicant pool has been significantly reduced). Process unchanged, a second interview must be conducted in open session. Good candidates are likely to withdraw from consideration if asked to attend a public interview as a semi-finalist.

The Consultant will invest significant time with the candidates before they meet with the Screening Committee. Some preliminary reference and background investigation will take place (without jeopardizing the confidentiality of applicant's interest), writing samples will be obtained and a listing of professional achievements acquired and verified.

11. Referral of Finalist Candidates to the Town Council

Town Council members should advise the consultant and Search Committee of the number of finalists it wishes to interview if different from the consultant's recommendation of four (4).

The candidates referred to the Town Council should not be "ranked" by either the consultant or the Committee. Ranking of candidates, before they are interviewed in public is counter-productive to a fair and open search process.

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

Final Candidates and Negotiation of Employment Terms

12. Checking References of Finalists

It is important that reference checking, by the consultant, not proceed without written authorization by the candidates. This is both to provide for confidentiality of the applicant, but also to protect the Search Committee, Town Council, and the Town from charges that an applicant's privacy has been compromised.

The consultant will conduct reference checks for the Town Council. All finalists are required to provide a list of professional references to the consultant. Working from those lists, Groux-White Consulting will expand reference checks further (to individuals not specified by the candidate) to obtain a more complete and objective assessment of the candidate. A complete criminal, credit and background check is also part of our reference process. We provide the Town Council with a summary of findings from the reference, background and credit check prior to the finalist interviews.

13. Assist the Town Council with Interviews

The consultant will assist the Council with all phases of the interview process: preparation, scheduling, evaluations, etc. Generally, Town Councils conduct two interviews. The Board may wish to eliminate one or more finalists from the initial pool after the first interviews. It is common for a Council to narrow the finalist pool following the first set of interviews. Sometimes Town Councils want to meet candidates in a more informal session. We have found individual Town

Council members feel for and understanding of the candidates is enhanced by scheduling one on one interviews. Many clients have benefited from this less formal venue.

14. Acquainting Candidates with Community and Staff

The consultant recommends that the Town Council arrange for visits to Bridgewater (apart from the formal interviews) by finalist candidates to give them an opportunity to become acquainted with Bridgewater, its municipal operations as well as its Town employees and key Town officials. Many Town Councils appreciate receiving feedback from employees about candidates. We have helped communities wanting to expand participation beyond the public interview process to conduct a forum for interested community members to meet the candidates and to ask questions. It is critical that these forums be controlled and structured so that the event is informative, professional, and successful. Most times an informal meet and greet for ninety minutes is effective.

15. Selecting Individual from Finalists.

Once the Council is prepared to vote on the selected candidate, they should “condition” that vote on the successful negotiation of a contract as well as any further reference checking the Board desired. Be aware that there is the possibility that a finalist may withdraw, or information may surface from on-going reference checking that may cause the Council to reconsider its initial selection. In making its final decision, we recommend the Council identify a preferred candidate leaving room to pursue another applicant if negotiations are unsuccessful.

15. Negative and Anonymous Calls and Communications.

The consultant cautions Search Committees and Town Councils to be aware that once candidates’ names become public Council members will likely begin receiving negative information about a candidate from anonymous sources. Often this material comes from internet sites or from other unknown sources. This kind of information is often biased. Our experience indicates that such negative and unflattering information is often unfounded. The consultant often can get past this information to determine truth from fiction.

17. Negotiation of Contract

Some Councils prefer to handle contract negotiations on their own or through their Town Counsel. Normally, a sub-committee of the Council is appointed to negotiate a contract with the new Town Manager. Groux-White Consulting can provide valuable assistance to the Council in negotiating an employment agreement with the selected finalist. Every selected candidate needs a trusted buffer to help ensure agreement. The fee proposal includes negotiation assistance. Groux-White can handle the negotiation process if requested by the Town Council.

18. Other Services Available

Some Town Councils like to have the annual performance review process and evaluation tool be presented to the final candidate during the time employment contract is negotiated. Groux-White has developed performance review processes and evaluation tools in the past. We can develop a process and design a Bridgewater specific evaluation tool if desired. Our fee proposal does not include this service.

19. Price Proposal - Fees and Expenses and Assurance

(Groux-White Consulting, LLC will perform the executive search as described in this proposal and as directed by the Bridgewater Town Council for a lump sum fee as presented separately in the Price Proposal. *Groux-White Consulting commits to repeat, without fee, the entire recruitment process, should a candidate recommended by Groux-White Consulting and appointed by the Town Council, fail to remain as Town Manager for eighteen (18) months. Only expenses would be invoiced if a second recruitment is conducted due to the above circumstances.*

Town of Bridgewater

*Town Manager's Recruitment
schedule*

{Draft}

Week	1	2	3	4	5	6	7	8	9	10	11	12	13
<i>Preparation</i>													
Input: Town Council.		X	X										
Input: Search Committee		X	X										
Input: Staff		X	X										
Job Description and profile			X	X	X								
Advertisement			X	X	X	X	X						
Outreach/solicit	X	X	X	X	X	X	X	X					
<i>Recruitment & Screening</i>													
Receipt & Ack of Resumes			X	X	X	X	X	X	X				
Screening out of Resumes				X	X	X	X	X	X				
2nd Screening of Resumes							X	X	X	X			
<i>Evaluating Field</i>													
Discussion of Applicants										X	X		
Select Cond'tl Finalists											X		
Consent & Reference Cks											X	X	
Finalists Referred to SB												X	
<i>Town Council</i>													
1st Interview w/TC													X
2nd Interview w/TC													X
Vote TM & Nego't Contract													X

July 30, 2024

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

INSR LTR	TYPE OF INSURANCE		ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS			
A	☒	COMMERCIAL GENERAL LIABILITY			UDC-4709112-CGL-21	01/18/2024	12/31/2024	EACH OCCURRENCE	\$ 1,000,000		
	☐	CLAIMS-MADE ☒ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 100,000		
	☐							MED EXP (Any one person)	\$ 5,000		
	☐	AGGREGATE LIMIT APPLIES PER:						PERSONAL & ADV INJURY	\$ 0		
	☐	GE ICY ☐ PRO-JECT ☐ LOC						GENERAL AGGREGATE	\$ 3,000,000		
	☒	IER:						PRODUCTS - COMP/OP AGG	\$ S/T Gen. Agg.		
	☐								\$		
	☐										
	AUTOMOBILE LIABILITY							COMBINED SINGLE LIMIT (Ea accident)	\$		
	☐	ANY AUTO						BODILY INJURY (Per person)	\$		
	☐	OWNED AUTOS ONLY	☐	SCHEDULED AUTOS				BODILY INJURY (Per accident)	\$		
	☐	HIRED AUTOS ONLY	☐	NON-OWNED AUTOS ONLY				PROPERTY DAMAGE (Per accident)	\$		
	☐		☐						\$		
	☐		☐						\$		
	☐	UMBRELLA LIAB	☐	OCCUR				EACH OCCURRENCE	\$		
	☐	EXCESS LIAB	☐	CLAIMS-MADE				AGGREGATE	\$		
	☐	DED	☐	RETENTION \$					\$		
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY							☐	PER STATUTE	☐	OTHER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)		☐	N / A				E.L. EACH ACCIDENT	\$		
	If yes, describe under DESCRIPTION OF OPERATIONS below							E.L. DISEASE - EA EMPLOYEE	\$		
								E.L. DISEASE - POLICY LIMIT	\$		
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)											

RECRUITMENT REFERENCES (Partial List)

Chatham, MA Chatham is the hub of the mid cape located at the elbow of Cape Cod on the Atlantic Ocean. Its full-time population is approximately 6,200, seasonal 30,000. Chatham is known for its beaches, rich and balanced cultural life, and bustling retail sector. Harbormaster was appointed in May of 2024.

Town Manager: Jill Goldsmith 508.945.5105

Carver, MA Carver is a fiscally stable community, with a deep and rich agricultural history. It is a welcoming community that has maintained its small-town feel. It is conveniently located 45 miles south of Boston. Cape Cod's many spectacular beaches and resort amenities are just minutes away. A new Town Administrator was appointed in April of 2024.

Screening Committee Chair: Patrick Meagher 508.377.2787

Chatham, MA Chatham is the hub of the mid cape located at the elbow of Cape Cod on the Atlantic Ocean. Its full-time population is approximately 6,200, seasonal 30,000. Chatham is known for its beaches, rich and balanced cultural life, and bustling retail sector. Community Development Director was appointed in November of 2023.

Town Manager: Jill Goldsmith 508.945.5105

Southbridge, MA Southbridge is a city in Worcester County with a population of 17,740 as of the 2020 census. Although Southbridge has a city form of government, it is legally known as the Town of Southbridge. It remains a town at heart. Southbridge has a long history of manufacturing. Since 1984, Southbridge lost many of its manufacturing assets. It is just now emerging with a new approach to economic development and is optimistic about its future. A new Town Manager was appointed in late June of 2023.

Screening Committee Chair: Vice Chair and Council member David Adams 405.249.2724

Falmouth, MA Falmouth is Cape Cod's second largest municipality, a hub for the southwest corner of Cape Cod, Falmouth is bounded on two sides by large bodies of water: Buzzards Bay on the west and Vineyard and Nantucket Sounds to the south. A new Town Manager was appointed by April of 2023.

Select Board Chair: Nancy Taylor 774.454.0207

Orleans, MA Orleans located on the bay side of Cape Cod at the start of the upper cape is tight and active community, a tourist destination that experiences dramatic increases in population during the summer. A new Town Manager was appointed by March of 2023.

Select Board Chair: Andrea Shaw Reed 508.774.6669

Provincetown, MA Provincetown, located on the tip of Cape Cod, is a tourist destination and experiences a dramatic increase in population during the summer. A new Director of Community Development was appointed in December of 2022.

Town Manager; Alex Morse 413 210 8208

Middleborough, Massachusetts, The Town of Middleborough has a population of more than 25,000. It is located in Plymouth County, 41 miles from Boston and abutting the Town of Plymouth. It has both a rural and suburban residential tradition. Middleborough is over 72 square miles, has several working farms, is an attractive and growing residential destination and has a healthy and vibrant commercial industrial population. Groux-White Consulting was engaged in finding a new Town Manager in July and filled the position on October 11, 2022.

Select Board Chair: Mark Germain 781 844 7838

Wellfleet, Massachusetts. Groux and Associates conducted three searches for Wellfleet. The first one in 2000, the second one in 2007 and most recently in 2022. The most recent recruitment resulted in a Town Administrator appointment in June of 2022.

Screening Committee Chair, Bruce Bierlaw, 617 851 1172
Selectboard Chair, Ryan Curley, 508 246 4718

Provincetown, MA Provincetown, located on the tip of Cape Cod, is a tourist destination and experiences a dramatic increase in population during the summer. An Assistant Town Manager for Administration/Finance Director was appointed in December 2021.

Town Manager Alex Morse 413 210 8208

Provincetown, MA Provincetown, located on the tip of Cape Cod, is a tourist destination and experiences a dramatic increase in population during the summer. A new Treasurer/Collector appointed in September of 2021.

Finance Director Josee Young 508 487 7000 ext. 523

Provincetown, MA 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 the winter of 2021 and a new Town Manager appointed in February 2021.

Chairman of the Select Board was Dave Abramson 508 487 7000 ext.519.
Chairman of the Search Committee was Richard Murray 508 776 9421

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. A new Town Administrator was appointed 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. A new Police Chief was appointed in August of 2019.

Search Committee Chair: Mark Paolillo

Human Resources Director: Jessica Porter 781-541-0518

Belmont Light, Belmont, MA An independent electric municipal utility valued at 45 million dollars serving electricity to 11,500 customers. A new General Manager was appointed in January of 2018.

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

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. A new Town Administrator was appointed in July of 2017.

Search Committee Chair: Kate Bowen 671-852-9839

Chairman, Selectmen: Jim Williams 917-406-0393

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. A new Town Administrator was appointed 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. A new Town Administrator was appointed 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. A new Town Administrator was appointed 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.

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 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. The new Manager took office in April 2010.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Resume of Thomas J. Groux

Groux-White Consulting, LLC
P.O. Box 374
No. Chatham, MA 02650

508-945-3160
774-722-1372
tgroux@comcast.net

SUMMARY

Municipal consultant and highly successful public administrator with experience in local and state government and in higher education. City and town management experience in Massachusetts, New York, New Jersey and Connecticut. Extensive experience working with Boards of Selectmen both as a consultant and as a local official.

Groux and Associates, Consultants to Local Government

Groux and Associates specializes in providing professional services to local Massachusetts governments in the areas of executive recruitment; Charter and Bylaw preparation; organizational studies; and interim management services.

Municipal Experience

- Chatham, MA. Town Manager 1995 - 1999
- Duxbury, MA. Town Manager 1988 - 1995
- Winchester, MA. Town Manager 1975 - 1988
- Howell, NJ. Town Administrator 1971 – 1975
- Yonkers, NY. City Manager and Assistant City Manager 1968 – 1971
- Hastings on Hudson, NY Village Manager and Village Clerk 1966 – 1968
- Groton, CT. Assistant Town Manager and Finance Director 1964 – 1966
- Interim Manager: Towns of: Bourne, Natick, Wellfleet, and West Boylston

Other Experience

- Dean of Finance and Administration, Middlesex Community College
- Adjunct Faculty, Leslie College, Cambridge, MA (Labor Relations)
- Mass. Joint Labor/Management Committee (JLMC)
- Mass. Municipal Depository Trust (MMDT)
- American Institute of Planners, Washington, DC (City/Regional Planners)
- U.S. Air Force. Captain - Squadron Commander

Education

- Fordham University, New York (Political Science)
- New York University, New York (Public Administration)

Resume of Richard J. White

Groux-White Consulting, LLC
1 Pelham Road
Lexington, MA 02421

781-863-8357
781-572-6332
rwhite58@verizon.net

Summary

Professional municipal manager with experience leading and successfully managing a variety of full-service municipalities in Massachusetts, Connecticut and Maine. Extensive experience working with Boards of Selectmen and Not for Profit Boards of Directors as a consultant and local official.

Municipal and Not for Profit Experience

- Dennis, MA. Town Administrator 2009 – 2016
- Winthrop, MA. Town Manager 2006 – 2009
- Manchester by the Sea, MA. Interim Town Administrator 2005 – 2006
- Voice of the Faithful, Newton, MA Interim Executive Director 2004 – 2005
- Lexington, MA. Town Manager 1987 – 2004
- Bedford, MA. Town Administrator 1984 – 1987
- Winchester, MA. Assistant Town Manager, 1980 – 1984
- West Hartford, CT. Budget Analyst 1979 – 1980
- Arlington, MA. Grants and Budget Analyst 1978 – 1979
- Saco, ME. Special Assistant to Town Administrator 1975

Education

- The American University, Washington, DC MPA 1978
- St. Francis College, Biddeford, ME BA English and Political Science
- Interaction Associates, Cambridge, MA, Certified as Facilitator/Conflict Resolution 1990 and 1992

Publications and Awards

- “The High-Performance Organization that Lexington Built” PM Public Management. Published in The Municipal Advocate
- ICMA Career Development Award 1998
- MMA Kenneth Pickard Innovation Award 1999
- Distinguished Budget Award, Government Finance Officers Association, from 1996 thru 2004 while Town Manager, Lexington, MA

Associates

Resume of Fredrick J. Ryan

Ryan Strategies Group, LLC
118 Adams Road
Concord, MA 01742

Frederick Ryan is certified by the Commonwealth of Massachusetts Human Resources Division (HRD) and their contractor E.B. Jacobs in the administration of assessment centers. He holds a master's degree in public administration from Framingham State University, he is a graduate of the Harvard Kennedy School Executive Program, the FBI National Academy, and he has successfully completed the Babson College Command Institute Program.

Municipal Experience

- **Arlington, MA Police Chief 1999 to 2019**
- **Concord, MA Police Officer, Command Staff, Police Chief 1986 to 1999**

Resume of Charles L Sumner

Groux-White Consulting, LLC
1 Pelham Road
Lexington, MA 02421

781-572-6332

Summary

Professional municipal manager with experience leading and successfully managing a variety of full-service municipalities in Massachusetts. Extensive experience working with Select Boards and Not for Profit Boards of Directors as a consultant and local official.

Municipal and Not for Profit Experience

- Various, MA Communities Interim Town Manager/Administrator 2020 – present
- Weston & Sampson Engineers, INC. Project Manager 2019 – 2021
- Pleasant Bay Community Boating, Executive Director 2016 – 2019
- Brewster MA. Town Administrator 1986 – 2015
- Littleton MA. Town Administrator 19841– 1986
- Acton, MA. Administrative Assistant to the own Manager, 1980 – 1981
- Arlington, MA. Community Safety Planner 1979 – 1980
- Saco, ME. Special Assistant to Town Administrator 1975

Education

- Northeastern University, Boston, MA MPA 1980
- Suffolk University, Boston, MA BA 1977

Current Community Service

- Town Moderator, Brewster, MA
- Board of Directors, Association to Preserve Cape Cod
- Board of Directors, Brewster Conservation Trust
- Board of Directors, Cape Cod Conservation District
- Participated in, lead, managed numerous fundraising efforts for several not-for-profit organizations.

Feedback Synthesis from Charlton's Board of Selectmen.

There is significant agreement among Board members regarding a broad spectrum of characteristics, skills, or competencies that the next Town Administrator should possess to be successful. All are weary of past political drama and are committed to changing the operational and political dynamic among the various groups, interests, departments, and independent boards in Town. There is a recognition that the Board must firmly and visibly exert itself in making transparency, openness, collaboration, civility, collegiality, shared vision, and accountability guiding values for the municipal organization. All Board members realize that these values need to be embraced and become priorities for the next Town Administrator for this to be achieved.

The Board recognizes that it must first work effectively within itself to accomplish this broad goal and cultural change. There is general recognition that the past twelve to eighteen months have stressed, to varying degrees, individual relationships within the Board. All expressed genuine respect and admiration for their peers, but also a feeling that some of the more volatile issues faced by the Board have frayed some relationships. There is recognition that steps need to be taken to rebuild trust between Board members and that an ideal outcome would be that, despite individual differences, Board members see themselves as members of a team first and representatives of an interest or segment of the community second. All recognized that the Board needs to work more cohesively for the next Town Administrator to be successful.

The Board would like to reassume its traditional Chief Executive role. It desires a Town Administrator who seeks direction, consults with the Board regularly prior, during and after implementation and sees her/himself as a servant to the organization and a "true" agent of the Board of Selectmen. Communication is the key to success for the next Town Administrator. The Board expects to be informed and would like to avoid surprises, although understands that sometimes surprises happen. Building strong, collaborative and trusting relationships among Charlton's many independent boards and committees will require a strong leader. A leader capable of representing the Board's interests by doing it in a way that is inclusive, transparent, systematic, structured, non-threatening, civil and productive. The Board desires a Town Administrator who is enthusiastic, encouraging, optimistic, accessible, affable, a relationship and team builder as well as relatable person. Although the Board expects and wants its next Town Administrator to be strong, have opinions and make recommendations, they also want him or her to be seen and act as an unbiased broker satisfied that s/he can make a recommendation while providing alternatives and trusted to implement the will of the Board.

The Board wants to work effectively as a group. They see an effective and able Town Administrator as a critical partner in making this happen. The Board wants a leader who first seeks to understand and who is not afraid to help the Board resolve differences, miscommunications or misunderstandings. The Town Administrator cannot do this without being an unbiased broker and an advocate for the Board and each individual member of it. S/he

must insist that all members of the Board be served equally, and that information provided to one Board member is provided to all.

It goes without saying that the next Town Administrator should be an adept and able generalist well versed in team building, IT, public safety, public works, human resources, project management, financial management, capital planning, budgeting, and social service delivery systems. The Board is rightly proud of many of the operational investments it has championed during the last five years. The Human Resource, Finance and IT departments have all seen increased investment. The next Town Administrator will need to devote some time ensuring that these departments establish themselves as critical and regular contributors to the municipal organization's mission. Doing so will require an artful and delicate touch, best described as hands off (no micromanagement) but hands on (organization sees these departments as supported and in synch with the Town Administrator and Board of Selectmen's values, objectives, and goals). Many Board members would like the next Town Administrator to improve on the Town's fiscal condition. Although some progress has been made in that regard, some members believe that long term progress must be made in increasing the Town's cash reserves, building a recurring revenue stream to fund capital projects and equipment replacement and creating a consistent and generous appropriation to fund the Town's OPEB liability.

Some Board members would like the Town Administrator to build a stronger bridge between the municipal and school organizations. Some feel that there is an unnecessary distance between the District and the Town and that the Board and Town Administrator should seek opportunities for regular, systematic, and productive communication and collaboration. There is a worry that the Board will be caught off guard by the fiscal investment that an ever-growing school age population and aging school infrastructure will require in the not-too-distant future.

Universally, there is a solid sense of optimism shared by Board members. Improvements have been made to the Town's financial position and generally the Board believes the staff is professional, able, and ready to be led by an effective professional. The Board believes that the community is ready to set aside past grievances and work productively together. The Board is ready and eager to address this leadership challenge and do whatever is necessary to make the system wo

Synthesis of Feedback Received from Belmont's Senior Managers

There is universal and genuine respect for the financial management skills of the former Town Administrator. As such, the senior department leaders believe that the next TA should possess similar skills. The staff enjoyed these strong financial leadership skills as well as the former TA's ability to understand and communicate the nuance of a department's mission and how its budget either supported or fell short of expectations quickly and comprehensively. Obviously, the staff would like the next TA to possess similar skills.

Additionally, the staff would like their next leader to possess these same abilities of comprehension and day to day financial leadership as the former TA while also being able to partner with the initiating department head more visibly in presenting and marketing various initiatives to the Board of Selectmen, independent boards and committees, Town Meeting, and the community. There is consensus that over the past five years, the organization has acquired the discipline and structure necessary so that various, financial, budgeting, project management, human resources and many other internal systems and public participation processes work well and are successful. There is also a feeling that long term planning, the ability of the organization to multitask, developing a formal communication system to overcome some of the inertia inherent in Belmont's unique governance structure and formal leadership-initiated collaboration and systems of cooperation amongst and between departments as well as between independent boards and committees have been sacrificed somewhat. There is understanding that these actions were necessary to develop and make these various financial and other processes disciplined and successful. However, with new leadership comes new opportunities. As such, the leadership team with some exceptions would like the next TA to have the same command of the details but be capable of mentoring the staff so that a system of delegation and of performance accountability allows for the organization to address multiple community and governance challenges at once, steering leadership focus away from the short term (while not ignoring it) towards a more proactive long-term effort.

There is a feeling amongst many that Belmont's most pressing challenges are in the long term. Pressing, critical and significant operational, financial, infrastructure and governance challenges are on Belmont's horizon which requires a leader with vision who is approachable, relatable and a team builder inside and outside of the professional organization. The following is a sample of challenges for the next TA:

Organizational

1. The next TA will need to define the role of the various individuals within the administration function, being clear in delegation and building internal processing system so that workflows, is operational and serves the internal customer well.

2. Developing regular systems of communication throughout the organization is critical to the future success of the Belmont professional staff. The next TA should be committed
3. to collaboration, shared decision making and regular communication through consistent and regular scheduling of department head meetings and establishment of cross departmental and functional work teams that include all operational interests.
4. Establishing regular and consistent evaluation by staff and reporting to the Board of Selectmen of the success and challenges of existing or non-existing policies, procedures, programs
5. Developing a professional, fair, competitive “pay for performance” system that rewards superior performance and that recognizes the contributions of long-term performing employees so that the Town retains valuable human assets.
6. Transition planning...a minimum of five long standing seasoned administrative leaders will be leaving the Belmont professional organization within the next five years. The next TA should be able to lead and guide the staff in evaluating restructuring and reorganization opportunities as well as develop formal successor transition plans.
7. Belmont has a unique and decentralized governance structure that in and of itself requires special leadership attention. This challenge is complicated greatly by the various issues needing to be addressed short and long term. Although the layout of the Town’s administrative functions is compact, there remains four separate buildings within easy walking distance that at times can be barriers to collaboration, effective and efficient effort, and cost effectiveness. This is a challenge that needs the constant attention of the next TA.

Financial

Belmont’s reliance on free cash, a non-recurring source of revenue, funding its operational budget limits its flexibility in meeting some extraordinary future challenges. Belmont’s future TA should have experience developing successful plans for weening a municipality off using nonrecurring revenue for recurring operating expenditures.

1. Belmont’s internal budget process is managed by the Town Administrator’s Office. It is a time-consuming task that often prevents the staff from expending its attention on other pressing matters. The next TA should have experience building a “budget team” in which s/he manages the development of the budget, but its day-to-day construction and development includes members of the Town’s financial team as well as its leadership team, the Board of Selectmen, Boards and Committees and the community during priority setting.
2. Financial forecasting is a strength of the staff. The forecasts have been helpful to the school and municipal leaders in making short term resource allocation. The next TA should be experienced in expanding the use and purpose of these tools to engage the community in a continuing dialogue regarding Belmont’s future.
3. OBEP and pension funding hover over the professional staff and elected leadership as conversational doorstops. The Town has adopted a plan to fully fund its pension obligations by the year 2029. The next TA should be capable of engaging the financial team as well as the elected officials in a dialogue to build consensus as to whether to sustain the current pension schedule or alter it. Closure on this important issue so that the community can deal with more threatening financial challenges. Experience in

developing pension impact and cost benefit analysis for newly created personnel and new hires may provide the elected officials with some assurance that the liability is being managed effectively. The funding requirements of OBEP is a newly imposed accounting exercise imposed upon municipalities in the United States. The projected liabilities are earth shattering and are coma inducing for municipal financial planners. Both the immediate and incremental average annual contributions are beyond the financial capabilities of 99.9% of the municipal organizations in the country. The actuarial assumptions made in establishing the average annual contributions are aggressive and extremely conservative because the health care system in the USA is volatile, unsettled, and unpredictable. The next TA must be capable of leading the staff, the Board of Selectmen and the community in policy discussions that provide Belmont with a consensus plan that addresses the liability concerns of OBEP while balancing the financial capabilities of the Town.

4. Debt management and planning experience is critical for Belmont's next TA. Most prior debt management has been ad hoc. Deferred maintenance and weak capital planning have bottle necked capital investment. Examining the Town's financial policies, dealing with the Town's use of Free Cash and being able to scenario plan Belmont's future debt service while providing the community with options to leverage other resources to lessen the cost impact of the borrowings are critical skills for the next TA.
5. Currently, the Town has identified a minimum of four major capital construction or reconstruction projects in need of funding. The longer financial planning, prioritization and scheduling of projects are delayed the more atrophied capital decision making becomes. A new high school, police station, library and public works facility are major costly projects. All have constituencies interested in its funding. These projects have been in the pipeline for some time. The next TA must be able to engage the policy makers and elected officials in an inclusive process in which there is full understanding of the Town's financial capabilities and its ability to manage and fund simultaneous projects. The next TA should be able to assist the Board of Selectmen and the community in coming to terms with each project's priority and the Town's ability to fund. **Community**

1. Belmont's citizenry is changing and will continue to evolve. The service needs of its citizens, the priority in which they should be delivered and how their expectations should be addressed and met will change. Engaging the population differently than those typically utilized by the traditional New England community should be a consideration for Belmont. A few well managed communities in the greater Boston area have developed comprehensive Strategic Planning Processes led by the Board of Selectmen but populated by citizens not directly connected to the operations of Belmont's local government. Adapting and consistently assessing the affordability of the Town's product, aligned with needs and expectations and ever-changing Belmont will be critical to the organization's future success. The next TA should have experience, creating, staffing, and leading a community wide strategic planning process.

Saturday, July 29, 2017

Feedback Synthesis from Charlton's Community Leaders.

Unlike the interviews with the staff, the feedback received from community leaders had few central themes and is more difficult to generalize. I was unable to reach two of the citizens on the list. The Town's email situation was responsible for one of the misconnects.

All those interviewed voiced concern regarding the current politics of the Town although one leader interviewed felt that Charlton has always had a certain amount of volatility in its civic culture. All believe the key to success in the future in dealing with Charlton's many challenges will be for the Board of Selectmen and its new Town Administrator to reach out to the Town's disparate interests and create decision making processes that are more inclusive and representative than those that currently exist. However, one person interviewed believed that the next Town Administrator needed to be strong and authoritative given Charlton's decentralized form of government and the inherent difficulties that face a leader working in a system where authority is defused. On balance, those interviewed believe that the next Town Administrator must create a more collaborative culture inside the professional organization and between the various independent committees.

All interviewed identify the marijuana issue as an example of how a lack of collaboration can create disfunction. Many interviewed believe that the conflict between the citizens, boards and staff regarding the siting issue involved more than just a disagreement about location. Some felt that the conflict will resurface unless steps are taken to resolve some long-term issues underlying that conflict. Almost all interviewed believed that there was overwhelming support for a marijuana grow facility to be in Town, but that systems of communication either broke down or did not exist to properly manage the proposal effectively. Some interviewed fear that avoiding similar conflict in the future will require that some of the independent boards and committees that hire their own staff better understand the day-to-day oversight role that the Town Administrator plays in the organization and the responsibilities held by the Board of Selectmen. Others look to the Board of Selectmen and the Town Administrator to bring all interests together. Some suggested that systems of communication be created so that there is a common understanding as to organizational performance expectations and a better commitment by all to work together in a collaborative way. Many worry that the LNG siting challenge currently facing the Town will meet the same fate as marijuana unless steps are taken to create the necessary systems for communication and collaboration.

All interviewed expressed a need for transparency in decision making, creating a culture where staff, boards and committees seek first to understand before deciding and make extra efforts to be

inclusive in decision making. One leader felt this is especially important trait for the next Town Administrator in working with staff. This leader felt strongly that the next Town Administrator must be seen as approachable, accessible, even tempered, and trustworthy by

the citizens and the staff. The need for the next Town Administrator to build and sustain trust in the community and the organization was a consistent theme coming from this leader. There was a hope that the next Town Administrator will see her/himself as a servant of the organization, that s/he will effectively advocate for and support the staff privately and publicly and that s/he will willingly share decision making. This leader believed the staff needed an effective coach, mentor, and advocate for them to grow and maximize their potential. One leader interviewed advocated for hiring more residents to fill some of the positions in Town Hall. This leader felt that citizens would be better served if the employees in Town Hall had a better feel and understanding of the Town, its citizens, and its culture.

All interviewed recognized that the next Town Administrator needed to be fiscally adept and responsible. However, most but not all mentioned that the Town was changing as were the demands placed on its municipal operations. The need to increase the tax base while maintaining affordability was expressed as an expectation by all. Many returned to the marijuana siting issue regretfully without placing blame, lamenting the lost opportunity its failure created the need for the revenue it would have produced and the disfunction that resulted from its mismanagement. Additionally, most but not all interviewed believe that more attention needs to be paid to route 20, its infrastructure, its economic development potential, and its promise in increasing the tax base without affecting residential neighborhoods and the potential it has in resolving the LNG siting issue.

Finally, some but all members mentioned that the next Town Administrator must develop closer ties to the schools. They believe that a growing enrollment and an infrastructure in dire need of investment will challenge Town leaders in the near future. Great pride was expressed that the Town has historically invested in education, but that the growing enrollment challenge has caused the School District hold back some necessary investment in their buildings and in some of their educational programs.

September 8, 2019

Why Your Community May Benefit by Using a Professional Executive Recruiter

By: Richard J. White

Many local governments hire an executive search firm when recruiting critical positions within their professional organization. There are no rules or guidelines in determining when or how to engage an executive search firm. However, we have developed some assessment guidelines based on our own professional recruitment experience for appointing authorities to consider. First though, it is important to define what makes a successful recruitment.

Components of a Successful Recruitment

- 1) **Understanding your community's characteristics:** identify the factors that will determine what type of candidate will be successful in the position. "Fit" is as important as the candidate's professional track record, education and experience. Every community is different. You increase the likelihood of a successful recruitment by ensuring that the candidates understand the dynamics of your community and by evaluating prospective candidates with "fit" in mind!
- (2) **Outreach and networking:** once you understand what you are looking for, go out and get it! Contacting quality candidates requires more than advertising in a professional journal and local and regional newspapers. Networking is critical. Understanding who is out there and how they may fit should never be done by accident. Generally, good candidates are prospering and satisfied in their current positions. Connecting the candidate to the challenge, professional growth opportunity and fit requires hard work, time as well as trust. Every superior candidate will want to feel that any interest they have in the position will be kept confidential.
- (3) **Sort and screen:** Determining a candidate's fit for the position requires the appointing authority to clearly define who they are as an employer; what they are looking for in a candidate; and what success for the position will look like. A qualification grid that includes these and other factors can be developed based on the position profile which in turn can be utilized for preliminary screening. Success is enhanced with a more extensive evaluation of the qualified candidates. Consequently, developing some preliminary screening techniques (questionnaire, resume validation, phone screening) beyond review of the cover letter and resume is important.
- (4) **Interviews and Assessment:** Process, process, process! Effective executive recruitment requires transparency. Many appointing authorities provide opportunities for their constituencies to be included in the recruitment process even if only as observers. Transitioning into a new position can be challenging. Sometimes developing process that allows others to become invested in your final selection will help your new executive get off to a running start in

their new job. Clearly identifying the criteria to be used in assessing the qualifications of the candidate during the interview process will ensure that the recruitment is perceived by those interested as being credible and having integrity. The position profile can be of assistance to the appointing authority in identifying assessment criteria.

(5) **Background Investigation:** Obtaining a variety of references and candidate assessments is a start but evaluating the candidate's success and the challenges faced requires more effort. A good candidate will always have detractors. Context and obtaining a deep understanding of their experience and achievements is critical.

(6) **Negotiation:** "Once you have found him or her never let them go!" Negotiating the terms and conditions of a contract can be the trickiest component in recruitment. The sooner and the more complete the appointing authority define the parameters of a competitive compensation package makes getting to yes with your preferred candidate easier. Including these parameters in a position profile enhances the process. Ambiguity can be the enemy.

(7) **Accountability:** The Board of Selectmen should consider preparing a formal performance review procedure and be sure to share it with the successful candidate at the very beginning of employment. Good candidates will want an understanding of job expectations prior to hiring. Performance reviews for executives in Massachusetts given the open meeting law can be awkward and unfulfilling for the candidate and the appointing authority. It is always a good thing when the appointing authority and the new hire agree upon the criteria and expectations to be included in any performance evaluation. It is easier to do this at the time of hire. Using the position profile as a guide will help start the new relationship on the right foot.

Given all of this, what guidelines should I consider using to determine the need to hire a professional recruiter.

Factors to Consider in Determining if You Have the In-House Capability of Conducting a Successful Recruitment

The quality and quantity of candidates available to compete for some professional positions varies depending upon the position and the market area. There are no general statement guidelines that make the decision to contract with a recruiting firm easier. However, it is critical that the appointing authority make a preliminary assessment of its recruitment situation while it determines its needs.

Big picture, executive recruitment is like farming. Most of the work that ensures success is not seen. Preparing or tilling the soil, selecting the right seed, understanding the field's history, avoiding past planting mistakes and insuring against insect infestation and disease all happens before the seed is planted and the crop grows. Same is true managing the process of finding the right executive. Here are factors for you to consider.

Preferred Recruiting Area

The appointing authority should define its preferred recruiting area. It is important that all recruitment preferences be clearly defined by the appointing authority up front before advertising.

Required Experience

Many appointing authorities have preferences for experience, type of experience, and education. The more you limit your recruiting area preferences, the experience required, the more particular the experience desired and the higher level of education needed for the candidate to successfully compete for the job, the fewer applicants will apply. The fewer applicants anticipated, the more an executive recruiting firm can help you. Quality and fit are more important than volume in executive recruiting.

Community Assessment

Understanding and assessing your history as a community (i.e.: financial and political stability as well as employee/management relationships, the past effectiveness of the organization or department) is also a critical undertaking for the appointing authority in not only attracting the right candidate, but in determining the need to hire an executive recruiter. The more challenging the political and/or financial stability of the community, the more restricted your recruitment pool will be. A community should never hide from a recent political or personnel controversy when recruiting. The better you describe the challenge your candidates will be facing if appointed the more likely you will be recruiting the right candidate for the job!

Time Constraints

Every appointing authority should make an assessment as to how much quality time they can devote to all the details of a higher-level executive recruitment and strategically determine how they would like to use that time in the recruitment process. Most if not all higher management municipal position recruitments require considerable thought, planning and assessment as already described. Additionally, coaching, preparing and assessing the skill set of each potential candidate for leadership level positions takes considerable thought, care, deliberation and time.

Community Participation

Successful high-level executive recruitments can be enhanced when the appointing authority designs a process that solicits feedback on the candidates from various interests in the organization and or the community. Developing interview processes that are inclusive and that channel feedback to the appointing authority as to the strength and weakness of the candidates can be tricky undertaking, but in many communities, it is a must. Developing, scheduling and managing process and preparing the candidates requires special skills and is time consuming. Compromising any of the planning and process work increases the likelihood of a failed recruitment.

Position Profile

Finally, every candidate will want some sense of what the challenges and performance expectations of the position will be. They, like the appointing authority, are assessing fit, likelihood for success and the effectiveness of the appointing authority and the governing board. Developing a position profile describing the community and its governance stability, the

operating culture of the organization, experience and education required, challenges within the community needing to be addressed and performance expectations for the position is critical in attracting candidates. It takes considerable time and care developing a position profile especially if the task requires the approval of more than one person.

Taking the time to assess your ability to meet the challenges identified above should provide you with guidance as to whether to hire a professional recruiter. Compromising any of the tasks will result in less than an optimum result. Best of luck!

Richard J White, partner in Groux-White Consulting, LLC. Prior to joining Groux-White Consulting, LLC. Rick worked in Massachusetts (Bedford, Lexington, Winthrop & Dennis) as a professional town manager.

ATTACMENT A

CERTIFICATE OF NON-COLLUSION

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

Richard J White

Name of person signing bid or proposal

Groux-White Consulting

Name of Business Entity (if any)

ATTACHMENT B

CERTIFICATION OF TAX COMPLIANCE

Pursuant to M.G.L. c. 62C, §49A, the undersigned acting on behalf of the contractor, certifies under the penalties of perjury that, to the best of my knowledge and belief, the contractor is in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.



Signature of authorized person

Groux-White Consulting, LLC _____
Name of business

81-4087947
*Social Security Number or Federal
Identification Number

June 30, 2024

ATTACHMENT C

Groux-White Consulting is not a Corporation

A handwritten signature in blue ink that reads "Rick White". The signature is written in a cursive style and is centered within a light yellow rectangular background.

(Signature)

Title: Principal Partner

COMPANY: Groux-White Consulting, LLC

1 Pelham Road

Lexington/MA 02421

rickwhite58@verizon.net

June 30, 2024

Proposal for Executive Search Services Town of Bridgewater



COMMUNITY PARADIGM ASSOCIATES, LLC

TOWN OF BRIDGEWATER

EXECUTIVE SEARCH SERVICES TOWN MANAGER

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July 29, 2024

Town of Bridgewater
66 Central Square
Bridgewater, MA 02324

To whom it may concern:

We are pleased to present this proposal for Executive Recruiting Services to the Town of Bridgewater in accordance with the Town's Request for Quotations/Proposals. We also look forward to the opportunity to discuss your search for a new Town Manager and the services that Community Paradigm can provide you in that effort.

Community Paradigm Associates, LLC is a Massachusetts-based consultancy that was established in 2014 as a multi-dimensional organization focusing on governmental, nonprofit, and community concerns through a variety of services. However, our primary service is focused upon executive recruiting of municipal managers for Towns here in Massachusetts. A more detailed description of Community Paradigm is contained in the Firm Profile within the proposal documents.

We believe that we can bring four specific qualifications to the task of helping Bridgewater find its next Town Manager:

- 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 for decades. In addition, members of the Community Paradigm team are particularly familiar with the Council-Manager form of government having served as a municipal manager for one of the original Council-Manager communities in Massachusetts, and having performed searches for several communities with this form of government.
- Second, through years of activity in the business of municipal management and through our recent experience in providing municipal recruitments, we have built a proprietary database of potential candidates, 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 absolutely crucial in the very competitive market for municipal managers that currently exists for local governments.
- And third, now in our tenth year of operation, we have become **the most active** municipal manager recruitment firm in the Commonwealth. We believe that distinction is the result of the customized, dedicated service that we provide to our municipal clients, which can be verified by contacting any of our clients for their opinion of Community Paradigm.

During our years of operation, we have completed over **110** municipal manager/municipal administrator searches. In addition to these municipal manager searches, we have also completed numerous municipal department head recruitments and executive positions within several regional, non-profit, and quasi state agencies. We certainly encourage the Town to review the recruitments that we have performed for all our clients 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. A listing of our municipal manager search clients has been provided within the proposal documents.

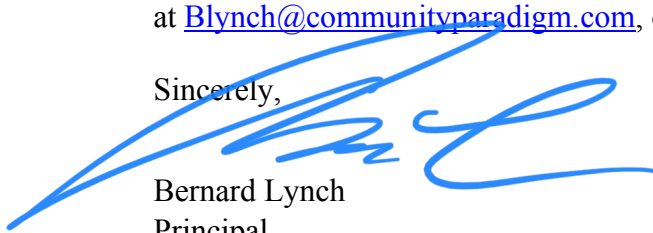
In accordance with the Town of Bridgewater's Request for Proposals, we have organized materials that respond to the RFP as follows:

- Organizational Information presents material about Community Paradigm Associates which is a sole proprietorship/limited liability company. This section does include a Firm Profile that outlines the key members of the Community Paradigm team and the services that we provide. We have also offered a listing of similar Town Manager recruitments conducted over the past five years along with reference information for all Community Paradigm Town Manager search clients. Finally, this section of the proposal provides the resumes of the project team that will work on the Bridgewater Town Manager search. The team for the Bridgewater recruitment search project will be the following members:
 - Bernard Lynch, Principal (Project Manager)
 - Sharon Flaherty, Principal
 - John Petrin, Senior Associate
 - Julie Jacobson, Senior Associate
- Plan for Performing Services addresses the scope of work by which we manage a municipal manager recruitment/search by describing our community engagement process and the development of selection criteria which is summarized in a robust Position Statement, our recruitment strategies, the search approach and candidate review process. This section also includes a projected timeline and samples of recruitment materials developed and utilized in similar searches.
- Price Proposal indicates the fee that is proposed for delivery of the services described within this proposal.

We look forward to the opportunity to work with Bridgewater as it seeks a new Town Manager, to discuss the benefits of utilizing Community Paradigm as the Town proceeds with the hiring process, and to review ideas that could be utilized to best achieve the mutual goal of a successful search.

Please feel free to contact me with any questions or need for additional information. I can be reached at Blynch@communityparadigm.com, or at 978-621-6733. Thank you in advance.

Sincerely,



Bernard Lynch
Principal

COMMUNITY PARADIGM ASSOCIATES, LLC

Organizational Information

July 25, 2024



COMMUNITY PARADIGM ASSOCIATES, LLC

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.

Founder and Managing Principal Bernard F. Lynch has devoted more than 40 years to guiding cities and towns 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, and leader allow him to consider challenges from various viewpoints. Known for his collaborative problem-solving and innovative solutions, he 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.

Principal Sharon Flaherty has assisted in managing over 100 executive recruitments in addition to leading such projects as business development marketing, compensation and classification, community engagement, and communications. Ms. Flaherty has 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 from Rivier University, a Master of Arts in English and Writing from Southern New Hampshire University, and a Bachelor of Arts degree in Communications from Rivier University.

Senior Associate John Petrin has dedicated more than 40 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 is a Senior Fellow at Suffolk University and the Certificate Liaison for its programs with the Massachusetts Municipal Association. Mr. Petrin earned a Bachelor of Arts in Political Science from Stonehill College and Master of Public Administration from Northeastern University.

Senior Associate Julie Jacobson has nearly 40 years of government experience, 34 of which have been in local government. Prior to becoming the Town of Auburn's first Town Manager in 2011, she served as Assistant City Manager in Worcester, Mass., for over six years. Ms. Jacobson has extensive organizational, budget, planning, economic and workforce development, personnel, labor relations, project management, policy development and implementation experience. She is skilled at developing strategic partnerships and building collaborations on local and regional levels. In prior roles, Ms. Jacobson served as Chief Executive Officer of the Worcester Redevelopment Authority, Director of Economic Development in Worcester, both Interim President and CEO and Director of Economic Development and Public Policy for the Worcester Regional Chamber of Commerce, and President of the Worcester InfoTech Corporation. She has served on numerous professional and community boards, including Lt. Gov. Polito's Municipal Focus Group, Lt. Gov. Polito's Community Compact Working Group, Mass. Local Government Advisory Commission, Mass. Municipal Association Board of Directors, and MMMA's Women Leading Government Committee (Chair). Ms. Jacobson holds a Bachelor of Arts from College of the Holy Cross, a Master of Arts from Worcester State College Graduate Program, and a Master of Business Administration from Anna Maria College Graduate School.

Senior Associate Ray Santilli has 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.

Senior Associate Peter Morin has nearly 35 years of State, County, and local government experience, including most recently seven years as the Town Administrator for the Town of Norwell. He also served as Town Solicitor and Chief of Staff/Director of Operations for the Town of Braintree for a combined seven years and, prior to that, held a number of positions in State and County government. In past years, Mr. Morin has served as a member of the Board of Selectmen, as an Assessor, as Chair of the Charter Commission, and as Director of the Historical Society, all in the Town of Braintree. He holds a Bachelor of Arts in Political Science from George Washington University and a Juris Doctorate from Western New England College School of Law.

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, building high performing organizations, marketing and communications, professional development, and community sustainability.

BERNARD LYNCH

Professional Experience

- **Community Paradigm Associates, LLC, 2014 - Present**
Founder and Managing Principal
- **City of Lowell, MA, 2006 - 2014**
City Manager
- **Town of Chelmsford, MA, 1986 - 2006**
Town Manager (1989 - 2006)
Executive Secretary (1986 - 1989)

Academic Experience

- **Moakley Center for Public Management, Suffolk University, 2014 - Present**
Senior Fellow and Adjunct Faculty in Graduate School of Management offering courses in Public Finance, Labor Relations, Strategic Leadership, and Community Engagement.
- **University of Lowell and University of Massachusetts-Lowell, 1980 - 2017**
Adjunct Faculty in Political Science Department offering courses in American Government, Public Administration, Urban Politics, Public Policy, State and Local Government, and Fiscal Policy.

Education

- Master of Public Administration, University of Massachusetts-Amherst
- Bachelor of Science in Political Science, University of Lowell

Professional Affiliations and Community Service

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

JOHN PETRIN

Professional Experience

- **Community Paradigm Associates, LLC, 2019 - Present**
Senior Associate
- **Town of Burlington, MA, 2012 - 2019**
Town Administrator
- **Town of Ashland, MA, 2005 - 2012**
Town Manager
- **Marlborough Public Schools, Marlborough, MA, 2001 - 2005**
Assistant Superintendent of Schools
- **Town of Harvard, MA, 1988 - 2001**
Town Administrator
- **Town of Pepperell, MA, 1985 - 1988**
Town Administrator
- **Town of Bellingham, MA, 1980 - 1985**
Tax Assessor (1982-1985); Park Commissioner (1980-1985)

Academic Experience

- **Moakley Center for Public Management, Suffolk University, 2019 - Present**
Senior Fellow, Program Coordinator, and Adjunct Faculty in Local Government Leadership and Management Certificate Program

Education

- Master of Public Administration, Northeastern University
- Bachelor of Arts in Political Science, Stonehill College

Professional Affiliations and Community Service

- Massachusetts Municipal Association, Retired Member (President, 2001; Vice President, 2000)
- Massachusetts Municipal Managers Association (President, 1995; Vice President, 1994)
- International City/County Managers Association (1991-2001, 2005-2019)
- Middlesex 3 Coalition, Board of Directors (2012-2019)
- Massachusetts Police Accreditation Commission (1997-2001, 2006-2019)
- Joint Labor Management Committee (2014-2019)
- Metropolitan Boston Emergency Medical Services Council, Board of Directors (2008-2017)
- Massachusetts Special Commission on Disability Pensions (2012-2013)
- Massachusetts Local Government Advisory Commission (1994-1996, 1999-2001)
- Massachusetts Association of School Superintendents (2001-2005)
- Massachusetts Association of School Business Officials (2001-2005)
- Boys & Girls Club of MetroWest, Inc., Board of Directors (1995-Present)
- Healthy Smiles Dental Clinic, Board of Directors (2003-2015)
- Marlborough Regional Chamber of Commerce, Board of Directors (2002-2005)

SHARON FLAHERTY

Professional Experience

- **Community Paradigm Associates, LLC, 2014 - Present**
Principal
- **Cape Cod Five, 2015 - 2016**
Marketing Communications Officer
- **Jeanne D'Arc Credit Union, 2010 - 2015**
Assistant Vice President, Marketing & Communications
- **MediaNews Group, Lowell Sun, 1995 - 2010**
Editorial Page Editor (2005 - 2010)
Metro/City Editor (2000-2005)
Education Reporter (1998-2000)
Municipal Reporter (1995-1998)
- **Community Newspaper Group, Chelmsford Independent, 1989 - 1995**
Assistant Editor (1992-1995)
Reporter (1989-1992)

Academic Experience

- **Middlesex Community College, 2011 - 2015**
Adjunct Faculty teaching variety of business courses to widely diverse population, including Communications, Introduction to Business, Marketing, and Business Ethics.

Education

- Master of Business Administration, Rivier University
- Master of Arts in English & Writing, Southern New Hampshire University
- Bachelor of Arts in Communications, Rivier University

Professional Affiliations and Community Service

- Plymouth Cultural Council (2016-2019)
- Rebuilding Together Lowell, Board of Directors (2010-2015)
- Greater Lowell Community Foundation, Nonprofit Grant Distribution Committee (2010-2015)
- Greater Lowell Community Foundation Advisory Board (2010-2020)
- Lowell Youth Development Collaborative, Board of Directors (2006-2015)
- Crime Stoppers of Lowell, Board of Directors (2010-2015)
- Girls, Inc. of Lowell, Board of Directors (2013-2015)

JULIE JACOBSON

Professional Experience

- **Community Paradigm Associates, LLC, 2023 - Present**
Senior Associate
- **Town of Auburn, MA, 2011 - 2023**
Town Manager
- **City of Worcester, MA, 2004 - 2011**
Assistant City Manager
- **Worcester Redevelopment Authority, Worcester, MA, 2004 - 2011**
Chief Executive Officer
- **Worcester Regional Chamber of Commerce, Worcester, MA, 2001 - 2004**
Interim President and CEO (2004 - 2004)
Director of Economic Development and Public Policy (2001 - 2004)
- **Worcester InfoTech Corporation, Bellingham, MA, 2001 - 2004**
President
- **Worcester City Manager's Office of Planning & Community Development, 1985 - 2001**
Director of Economic Development; Economic Development Coordinator; Economic Development Principal Staff Assistant; Economic Development Senior Staff Assistant

Education

- Master of Business Administration, Anna Maria College Graduate School
- Master of Education Program (completed 10 classes), Worcester State College
- Bachelor of Arts, College of the Holy Cross

Professional Affiliations and Community Service

- Massachusetts Municipal Association, (past president, 1st vice president, 2nd vice president)
- Massachusetts Municipal Association Board of Directors (past member)
- MMMA's Women Leading Government Committee (past chair)
- Lt. Governor Karyn Polito's Municipal Focus Group (past member)
- Massachusetts Local Government Advisory Commission (past member)
- Lt. Governor Karyn Polito's Community Compact Working Group (past member)
- Massachusetts Cannabis Advisory Board (past member)
- Central Massachusetts Region Homeland Security Council (past member)
- Institute for Energy Sustainability Advisory Board (past member)
- Massport Business Advisory Committee (past member)
- United Way Board of Directors (past member)
- Mass. Biomedical Initiatives Steering Committee (past member)
- Worcester Economic Development Council (past member)
- Worcester UniverCity Partnership Board of Directors (past chair)
- WPI Venture Forum Executive Committee (past member)
- Blackstone Valley Chamber of Commerce Economic Development Committee (past member)

TOWN OF BRIDGEWATER
EXECUTIVE RECRUITING APPROACH

July 29, 2024



COMMUNITY PARADIGM ASSOCIATES, LLC

Approach and Plan for Performing Services

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

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

The recruitment and selection process require an understanding and knowledge of the candidate pool, aggressive outreach, robust community engagement, and a nimble and creative approach to finding candidates for the Town. The approach that would be utilized, along with the experience and knowledge of Community Paradigm, will work in finding the best Town Manager for Bridgewater.

Preparation

1. Initial Consultation with the Town Council

It is most important to have a clear understanding from the Town Council on the experience, skills, management style, and personal attributes the Council wishes the next Town Manager to possess. The Consultant would interact with the Town Council as a body and as individual members at the outset of the process to obtain this information. These initial interactions would also be used to discuss and prepare a search plan that includes recruitment strategies, contractual provisions including compensation and conditions of employment, and a timetable for the recruitment and selection.

2. Stakeholder Information/Community Engagement

It is valuable to gather the perspectives of Department Heads and other key town officials that will have regular interaction with the Town Manager. In addition, Community Paradigm utilizes in-person and virtual community forums as well as surveys to gather resident and community input and engagement. The specific information sought through meetings and discussions with stakeholders is understanding the organizational framework, the primary issues facing the Town, and those specific attributes that would be sought in choosing the next Town Manager. The consultant would also use this period to gather and review key Town documents and materials including the Charter, Bylaws/Ordinances, Council policies, and various plans to gain a fuller understanding of the community, the governmental organization, local processes, and issues of concern.

3. Preparation of Position Statement/Recruiting Brochure

The information gathered from the Town Council, Department Heads, other town officials, and community input sessions would be presented to the Town Manager Screening Committee in a report and utilized to complete the development of a Position Statement that would serve as a recruiting brochure to provide potential candidates a full understanding of the Town and its current issues, the statutory responsibilities of the Town Manager position, and the expectations of the Council and other members of the community. The Screening Committee will be asked to approve the Statement, and to discuss and decide parameters of a compensation and benefits package. A sample Position Statement is included within the proposal documents.

4. Advertisements and Active Recruitment of Candidates

Ultimately, the success of selecting a new Town Manager for Bridgewater is achieved by ensuring the largest and most diverse possible pool of qualified candidates. Certainly, one manner of gaining applicants is advertising the position through various publications and organizations. The Consultant will make recommendations on the most effective locations to advertise but at a minimum would include the International City and County Management Association (ICMA) and Massachusetts Municipal Association (MMA) publications. A sample advertisement and position announcement are included within the proposal.

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

- Our professional network through the MMMA and ICMA;
- A professional academic network through the region’s MPA programs including the Suffolk University/Massachusetts Municipal Association Local Government Certificate Program;
- A recruiting network built up over the 100+ searches of the past nine years.

Review of Applicants

5. Receipt of Résumés and Initial Review of Résumés

The Consultant will process applications and résumés to maintain confidentiality of each inquiry and application. This will ensure the greatest number of qualified candidates. Any résumés sent to the Town, the Screening Committee, or the Town Council should be forwarded to the Consultant. The Consultant will acknowledge all résumés submitted by candidates.

6. Search Process: Review of Résumés and Assessment

The Consultant will review all résumés to determine those which meet the Town’s criteria as set forth in the parameters identified within the Position Statement. Following telephone interviews, preliminary background checks, and utilization of assessment tools as deemed appropriate, a confidential assessment of an anticipated 7-10 qualified candidates will be prepared presenting experience, education, and other notable information. This information will be reviewed with a Screening Committee on a confidential basis. These reviews will occur in executive session and the Screening Committee will select the candidates to be interviewed in executive session. The consultant will provide the Screening Committee with all résumés received.

Selection of Finalists

7. Screening Committee Interviews

The Consultant will assist a Screening Committee with the interview process. This will include the notifications to candidates and scheduling of interviews as well as assisting the Committee with the interviews, including methods of interviews, possible questions, assessment tools, and candidate evaluations. At the completion of the initial interviews, the Committee will determine which 3-4 candidates should be forwarded to the Town Council as finalists. These finalists should NOT be ranked in any way as it can bias the process.

8. Reference and Background Review

The Consultant will obtain written authorization from each of the finalists acknowledging a desire to continue through the process and allowing for the Consultant to contact the finalists' provided professional references and to conduct a background review, including iCORI, and education and employment verification. This process protects the finalists' confidentiality and the Town from any charge of violation of privacy.

9. Referral of Finalists

Upon completion of the Reference and Background review, the Consultant will meet with the Town Council to publicly announce the Finalists and provide a report prepared by the Consultant that includes a short description of the candidates, a summary of reference information, and copies of submitted materials including cover letters and résumés.

Town Council Selection

10. Finalist Interviews

The Consultant will assist the Town Council with the interview process, including preparation, interview questions, assessment tools, scheduling of interviews, etc.

Staff Participation (Optional)

One beneficial approach to understanding the finalists' knowledge of municipal government and approach to managing the Town is to arrange for meetings by the candidates with key staff and Town officials, and community leaders. This step will provide the candidates with a better sense of Bridgewater, the municipal organization, and the short- and long-term issues facing the Town.

Community Participation (Optional)

There is also an opportunity to engage the community during the selection process through facilitated community forums in which citizens can meet the finalists and ask questions about background and experience and general municipal management topics.

11. Selection and Contract Negotiation

At the conclusion of Town Council interviews, the Council will make a choice for the next Bridgewater Town Manager. The Consultant will help with organizing the process of making that decision. Any vote to offer the position of Town Manager to an individual should be "conditioned" upon any additional background checks deemed necessary and the successful negotiation of a contract.

The Consultant will manage communication with all applicants that are not selected to notify them of their status.

**Town of Bridgewater
Town Manager Recruitment
Projected Timeline (based upon 8/12/24 Start)**

	Activity / Week Of	8/12	8/19	8/26	9/2	9/9	9/16	9/23	9/30	10/7	10/14	10/21	10/28	11/4	11/11	11/18	11/25
	Week #	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
	Preparation																
	Introductory Meeting to Review Process																
1	Consultation with Town Council/Screening Committee																
2	Supporting Information Gathered																
3	Position Profile/Recruitment Brochure Preparation																
	Review Profile with Screening Committee																
4	Advertisements and Recruitment																
	Review of Applications																
5	Resumes Received and Initial Review																
6	Selection of Semi-Finalists w/ Screening Committee																
	Initial Interviews																
7	Interviews and Selection of Finalists by Screening Committee																
8	Reference and Background Review																
9	Referral of Finalists																
	Town Council Interviews of Finalists																
10	Town Council Interviews of Finalists																
11	Selection by Town Council and Negotiation of Contract																



MUNICIPAL MANAGER RECRUITMENTS 2019-2024

2020	2021	2022	2023	2024 to date
East Longmeadow* Fairhaven* Grafton Holliston Hopedale Mattapoisett Millbury North Attleborough Pembroke Southbridge Sudbury Swansea Truro Wellfleet Whitman	Coventry, RI Dighton East Bridgewater Groveland Hudson Kingston Lanesborough Monson Norfolk County Reading South Hadley Spencer Wenham Westport Winchendon	Boxborough Brookline Carlisle Halifax Ipswich Lancaster Plymouth Rochester Sterling Stoughton Sudbury Watertown West Boylston Winchester Winthrop	Arlington Avon Belchertown Bedford Dover Foxborough Hampden Hopedale Hull Marion Rutland Southampton	Bolton Dighton** Hopkinton Palmer Reading Wilmington Tewksbury**

**All recruitments listed were successfully completed with the exception of East Longmeadow where the retiring manager chose to withdraw her retirement which was accepted by the Town Council and Fairhaven where one Select Board member had to recuse himself from the vote and the two remaining members each voted for a different finalist resulting in a 1-1 vote until one Board member was recalled by the voters.*

***Search is currently in process.*



COMMUNITY PARADIGM ASSOCIATES, LLC

MUNICIPAL EXECUTIVE RECRUITMENT CLIENT REFERENCE LIST

Client	Reference	Address	Phone #	Email Address
Adams, MA Town Administrator	Christine Hoyt Board of Selectmen	8 Park St. Adams, MA 01220	413-743-8300 Dept. #170	choyt@town.adams.ma.us
Amherst, MA Town Manager	Deborah Radway Former HR Director	4 Boltwood Ave. Amherst, MA 01002	413-345-8570	radwaydeb@gmail.com
Arlington, MA Town Manager	Caryn Malloy Human Resources Director	730 Mass Ave. Annex Arlington, MA 02476	781-316-3120	cmalloy@town.arlington.ma.us
Avon, MA Town Administrator	Steven Rose BOS Chair	65 East Main St. Avon, MA 02322	508-588-0414	srose@avon-ma.gov
Becket, MA Town Administrator	Katherine Warden Search Committee	557 Main St. Becket, MA 01223	518-466-1267	KWarden319@gmail.com
Bedford, MA Town Manager	Bopha Malone Select Board Chair	10 Mudge Way Bedford, MA 01730	781-913-4976	bopha.malone@gmail.com
Belchertown, MA Town Administrator	Jim Barry Former Select Board Chair	One South Main St. Belchertown, MA 01007	413-345-8372	jbarry@belchertown.org
Bolton, MA Town Administrator	Brian Boyle Select Board	663 Main St. Bolton, MA 01740	978-779-2297	bboyle@townofbolton.biz
Bourne, MA Town Administrator	Judith Froman Board of Selectmen	24 Perry Avenue Buzzards Bay, MA 02532	774-454-3951	jfroman@townofbourne.com
Boxborough, MA Town Administrator	Susan Bak BOS Chair	Town Hall 29 Middle Road Boxborough, MA 01719	978-264-1712	smbak55@gmail.com
Brewster, MA Town Administrator	Mary Chaffee Select Board	2198 Main St. Brewster, MA 02631	508-896-3701	mchaffee@brewster-ma.gov
Brookline, MA Town Administrator	Heather Hamilton Select Board	333 Washington St. Brookline, MA 02445	617-651-0776	hhamilton@brooklinema.gov
Buckland, MA Town Administrator	Barry Del Castilho Select Board	17 State St. Shelburne Falls, MA 01370	413-695-8568	bdelcastilho@town.buckland.ma.us
Carlisle, MA Town Administrator	Barney Arnold Select Board Chair	66 Westford Street Carlisle, MA 01741	978-985-1228	Barney4Carlisle@gmail.com

Client	Reference	Address	Phone #	Email Address
Coventry, RI Town Manager	Ann Dickson Town Council President	1670 Flat River Rd. Coventry, RI 02816	401-397-7540	District1@coventryri.org
Dedham, MA Town Manager	Nancy Baker Assistant Town Manager	26 Bryant St. Dedham, MA 02026	781-751-9102	nbaker@dedham-ma.gov
Dighton, MA Town Administrator	Brett Zografos Select Board Chair	978 Somerset Ave. Dighton, MA 02715	508-669-6431	bzografos@dighton-ma.gov
Dover, MA Town Administrator	Robyn Hunter Board of Selectmen Chair	5 Springdale Ave. P.O. Box 250 Dover, MA 02030	617-930-2337	rhunter@doverma.gov
East Bridgewater, MA Town Administrator	David Sheedy Board of Selectmen	175 Central St. East Bridgewater, MA 02333	508-269-5231	dsheedy@eastbridgewaterma.gov
East Longmeadow, MA Town Manager	Kathleen Hill Town Council	60 Center Square East Longmeadow MA 01028	413-525-5400	Kathleen.hill@eastlongmeadow.gov
Fairhaven, MA Town Administrator	Robert Espindola Board of Selectmen	40 Center Street Fairhaven, MA 02719	774-263-1046	selectmanbobespindola@gmail.com
Foxborough, MA Town Manager	Stephanie McGowan Select Board Chair	40 South Street Foxborough, MA 02035	508-254-6930	SMcGowan@Foxboroughma.gov
Grafton, MA Town Administrator	Peter Carlson Select Board	30 Providence Road Grafton, MA 01519	508-839-5335 x1180	carlsonp@grafton-ma.gov
Great Barrington, MA Town Manager	Steve Bannon Selectboard	334 Main St. Great Barrington, MA 01230	413-528-1619 ext. 2	scbannon@gmail.com
Groveland, MA Town Administrator	Edward Watson Board of Selectmen	183 Main Street Groveland, MA 01834	879-556-7200	ewatson@grovelandma.com
Halifax, MA Town Administrator	Jonathan Selig Board of Selectmen	499 Plymouth St. Halifax, MA 02338	617-678-8964	Jonathan.Selig@halifax-ma.org
Hamilton, MA Town Manager	Shawn Farrell BOS Chair	577 Bay Road Hamilton, MA 01936	978-626-5202	sfarrell@hamiltonma.gov
Hampden, MA Town Administrator	Donald Davenport Select Board Chair	625 Main St. Hampden, MA 01036	617-901-2329	DDavenport@hampdenma.gov
Holliston, MA Town Administrator	John Cronin Select Board Chair	703 Washington St. Holliston, MA 01746	508-429-0608	croninj@holliston.k12.ma.us
Hopedale, MA Town Administrator	Brian Keyes Board of Selectmen	78 Hopedale St. Hopedale, MA 01747	508-634-2203 ext. 213	bkeyes@hopedale-ma.gov
Hudson, MA Executive Assistant	John Parent Select Board	79 Main Street Hudson, MA 01749	978-562-9947	john23054@aol.com
Hull, MA Town Manager	Irwin Nesoff Select Board liaison	253 Atlantic Ave. Hull, MA 02045	781-242-0036	Inesoff@town.hull.ma.us
Ipswich, MA Town Manager	William Whitmore Selectboard	25 Green St. Ipswich, MA 01938	508-566-3804	wwhitmore@ipswichma.gov

Client	Reference	Address	Phone #	Email Address
Kingston, MA Town Administrator	Jessica Kramer Select Board	26 Evergreen St. Kingston, MA 02364	781-585-0501	jkramer@kingstonma.gov
Lakeville, MA Town Administrator	Mitzi Hollenback Board of Selectmen	346 Bedford St. Lakeville, MA 02347	508-572-0264	mitzi.hollenbeck@gmail.com
Lancaster, MA Town Administrator	Jason Allison Select Board Chair	701 Main Street Lancaster, MA 01523	410-991-7143	jallison@lancasterma.net
Lanesborough, MA Town Administrator	John Goerlach Board of Selectmen	83 North Main St. P.O. Box 1492 Lanesborough, MA 01237	413-442-1167 ext. 120	selectboard.200@lanesborough- ma.gov
Leicester, MA Town Administrator	Doug Belanger Select Board	3 Washburn Sq., Leicester, MA 01524	508-726-7911	dougbelanger1950@gmail.com
Longmeadow, MA Town Manager	Marie Angelides Select Board	20 Williams St. Longmeadow, MA 01106	413-565-4110	mangelides@longmeadow.org
Lynnfield, MA Town Administrator	Christopher Barrett Select Board	55 Summer St. Lynnfield, MA 01940	781-334-9410	christopherjbarrett@gmail.com
Marion, MA Town Administrator	Randy Parker Select Board	2 Spring St. Marion, MA 02738	508-317-0240	rlparkerelectric@yahoo.com
Mattapoisett, MA Town Administrator	John DeCosta Jr. Board of Selectmen	16 Main St. Mattapoisett, MA 02739	508-758-4100	jdecosta@mattapoisett.net
Millbury, MA Town Manager	Kaye Peltier Search Committee	127 Elm St. Millbury, MA 01527	774-249-0918	Kaye.peltier@gmail.com
Monson, MA Town Administrator	Richard Smith Select Board	110 Main Street Monson, MA 01057	413-267-4100	rmsdc96@gmail.com
Natick, MA Town Administrator	Steve Levinsky Search Committee	Town Offices 13 E. Central St. Natick, MA 01760	508-314-1695	levinskytasc@gmail.com
Norfolk, MA Town Administrator	Scott Bragdon HR Director	One Liberty Lane Norfolk, MA 02056	508-440-2826	sbragdon@norfolk.ma.us
Norfolk County County Director	Joseph Shea County Commissioner	614 High Street Dedham, MA 02027	617-799-8813	jandjsheaquincy@gmail.com
North Attleborough, MA Town Manager	Keith Lapointe Town Council President	43 Washington St. N. Attleborough, MA 02760	508-409-9953	klapointe@nattleboro.com
Northfield, MA Town Administrator	Tracy Rogers Selectboard Chair	69 Main St. Northfield, MA 01360	413-498-2901	Trogers.northfield@gmail.com
Norwood, MA General Manager	William Plasko Select Board	566 Washington St., Norwood, MA 02062	781-603-3679	bplasko@norwoodma.gov

Client	Reference	Address	Phone #	Email Address
Oxford, MA Town Manager	Cheryll Leblanc Board of Selectmen	325 Main St. Oxford, MA 01540	508-987-6027	Cheryll.Lebanc@gmail.com
Palmer, MA Town Manager	Barbara Barry Town Council President	4417 Main St. Palmer, MA 01069	413-283-2131	Barbara.barry@comcast.net
Pembroke, MA Town Manager	Daniel Trabucco Select Board	100 Center St., Pembroke, MA 02359	617-201-5129	Dantrabucco35@gmail.com
Plymouth, MA Town Manager	David Malaguti Screening Committee	26 Court St., Plymouth, MA 02360	508-364-1933	Davidfmalaguti@gmail.com
Plympton, MA Town Administrator	Christine Joy BOS Chairman	5 Palmer Road, Plympton, MA 02367	781-585-2700	cjoy@town.plympton.ma.us
Provincetown, MA Town Manager	David Abramson Select Board	260 Commercial St. Provincetown, MA 02657	508-470-0030	dabramson@provincetown-ma.gov
Reading, MA Town Manager	Karen Herrick Select Board	16 Lowell St. Reading, MA 01867	978-988-0028 (office)	Karen.herrick@ci.reading.ma.us
Rochester, MA Town Administrator	Brad Morse Select Board Chair	1 Constitution Way Rochester, MA 02770	508-726-9555	BMorse@townofrochester.com
Rockland, MA Town Administrator	Stacy Callahan HR Director	242 Union St. Rockland, MA 02370	781-616-6836	scallahan@rockland-ma.gov
Rutland, MA Town Administrator	Thomas Galvin Select Board Chair	246 Main St. Rutland, MA 01543	508-886-4100 Ext. 2001	tgalvin@townofrutland.org
Salem, N.H. Town Manager	Michael Lyons Selectmen Chair	33 Geremonty Dr. Salem, NH 03079	603-890-2120	mikelyonsnh@me.com
Shrewsbury, MA Town Manager	Maurice DePalo Selectman	100 Maple Ave., Shrewsbury, MA 01545	508-841-8504	moedepalo@townisp.com
Southbridge, MA Town Manager	John Daniel Town Council	41 Elm Street Southbridge, MA 01550	508-723-4475	jdaniel@southbridgemass.org
Southampton, MA Town Administrator	Christine Fowles Select Board Chair	210 College Highway Southampton, MA 01073	413-588-4471	cfowles@townofsouthampton.org
South Hadley, MA Town Administrator	Christopher Geraghty Select Board	116 Main Street South Hadley, MA 01075	413-297-2058	cgeraghty@southhadley.ma.gov
Spencer, MA Town Administrator	Gary Woodbury Board of Selectmen	157 Main Street Spencer, MA 01562	508-885-7661	gwoodbury@spencerma.gov
Sterling, MA Town Administrator	Maureen Cranson Select Board Chair	One Park Street Sterling, MA 01564	508-847-0407	mcranson@sterling-ma.gov
Stoughton, MA Town Manager	Steve Cavey Select Board	10 Pearl Street Stoughton, MA 02072	781-686-2832	scavey@stoughton-ma.gov
Sturbridge, MA Town Administrator	Mary Dowling Board of Selectmen Chair	308 Main Street Sturbridge, MA 01566	508-347-2500	dowlingmsgb@aol.com

Client	Reference	Address	Phone #	Email Address
Sudbury, MA Town Manager	Janie Dretler Select Board	278 Old Sudbury Rd Sudbury, MA 01776	617-962-7141	dretlerj@sudbury.ma.us
Swansea, MA Town Administrator	Christopher Carreiro Board of Selectmen	81 Main St. Swansea, MA 02777	508-678-2981	ccarreiro@town.swansea.ma.us
Topsfield, MA Town Administrator	Lynne Bermudez Select Board	8 West Common St Topsfield, MA 01983	978-887-1500	lbermudez@topsfield-ma.gov
Truro, MA Town Manager	Kristen Reed Board of Selectmen	24 Town Hall Road Truro, MA 02666	508-349-7004	kreed@truro-ma.gov
Uxbridge, MA Town Manager	Brian Butler Board of Selectmen	21 South Main St. Uxbridge, MA 01569	508-878-6189	bbutler@uxbridge-ma.gov
Watertown, MA City Manager	Mark Sideris City Council President	149 Main Street Watertown, MA 02472	617-924-2699	msideris@watertown-ma.gov
Wayland, MA Town Administrator	Lea Anderson BOS Chair	41 Cochituate Rd Wayland, MA 01778	508-358-7701	landerson@wayland.ma.us
Wellesley, MA Executive Director	Scott Szczebak HR Director	525 Washington St. Wellesley, MA 02482	781-431-1019	sszczebak@wellesleyma.gov
Wellfleet, MA Town Administrator	Janet Reinhart Selectboard Chair	300 Main St. Wellfleet, MA 02667	508-349-0300	lifeexercises@comcast.net
Wenham, MA Town Administrator	Gary Cheeseman Select Board	138 Main Street Wenham, MA 01984	978-468-8014	gcheeseman@wenhamma.gov
West Boylston, MA Town Administrator	Kristina Pedone Select Board	140 Worcester St. West Boylston, MA 01583	774-245-1604	Kristina.pedone@gmail.com
Westminster, MA Town Administrator	Wayne Walker Board of Selectmen	11 South St. Westminster, MA 01473	978-833-3778	smw55@comcast.net
Weston, MA Town Manager	Tom Palmer Search Committee	11 Town House Rd Weston, MA 02493	781-786-5000	tom@tgpalmer.com
Westport, MA Town Administrator	Robert Daylor Search Committee	218 Main Road Westport, MA 02790	781-760-6133	Robert.Daylor@tetrattech.com
Westwood, MA Town Administrator	John Hickey Select Board	580 High St. Westwood, MA 02090	781-326-4172	john.hickey@townhall.westwood.ma.us
Whitman, MA Town Administrator	Carl Kowalski Board of Selectmen	54 South Ave. Whitman, MA 02382	781-618-9701	ckowalski@whitman-ma.gov
Wilmington, MA Town Manager	Robert Peterson TM Search Committee Chair	121 Glen Road Wilmington, MA 01887	508-843-9791	rpeterson@wilmingtonma.gov
Winchendon, MA Town Manager	Michael Barbaro BOS Chair	109 Front St., Winchendon, MA 01475	978-833-7069	MikeB@town.winchendon.ma.us
Winchester, MA Town Manager	Mark Twogood Assistant Town Manager	71 Mt. Vernon St. Winchester, MA 01890	781-721-7130	mtwogood@winchester.us
Winthrop, MA Town Manager	James Letterie Town Council President	1 Metcalf Square Winthrop, MA 02152	781-983-6879	jletterie@town.winthrop.ma.us

Winthrop, MA – Town Manager



Position Statement

Winthrop, MA (19,316 pop.), is a charming seaside community situated at the entrance to one of the most beautiful harbors in New England. The Town is a peninsula of 1.6 square miles and boasts some of the most spectacular views on the East Coast, with a panoramic vista of the outer harbor on one side and the Boston skyline and inner harbor silhouetted against the sky on the other side. The Town itself has the look of the quintessential quaint and friendly New England community with shops, parks, marinas, inns, and seven miles of shoreline. The public transportation system brings people to Winthrop from Boston in just 20 minutes and from the airport in five minutes. Given its geographic size, Winthrop is densely populated. It has an AA rating and an FY22 budget of approximately \$69 million. The Town's challenges – such as traffic concerns as well as financial and infrastructure needs – provides tremendous opportunity for the next Town Manager to have a positive impact. Winthrop's local government is led by a nine-member Town Council.

To serve as its next Town Manager, Winthrop is seeking an experienced, knowledgeable, and strong leader with excellent financial acumen as well as strong budgeting, economic development, project management, and communications skills. An understanding of coastal issues and coastal resiliency is a plus. Preferred candidates should have a bachelor's degree (master's preferred) in public administration or a related field and experience as a city/town manager or assistant city/town manager or an equivalent public or private sector level of experience. Candidates should have a proven record of leadership, be proactive and a strategic thinker, engender a positive working environment, and be able to build collaborative relationships. Winthrop has a number of experienced department heads who will work collaboratively with the Town Manager. The Town Manager need not be a resident of the Town.

Annual salary: \$205K+/-. The successful candidate will receive an attractive compensation package including health and retirement plans, commensurate with qualifications and experience. Winthrop is an Equal Opportunity Employer.

Important Links:

- [Town of Winthrop](#)
- [Town of Winthrop Charter](#)
- [Town Code](#)
- [FY22 Budget](#)
- [Strengthening Winthrop's Financial Condition Strategy](#)
- [Win2030 Vision](#)
- [Building Studies for Memorial Auditorium & Middle School](#)
- [WCAT YouTube channel](#)



Challenges and Opportunities

Government

In 2005, Winthrop adopted a home-rule charter with a Town Council-Town Manager form of government. The elected nine-member Town Council – six of whom are precinct councilors, two are at-large, and one is council president – serves as the legislative body of Winthrop. The executive authority of the Town is vested in the council president. The Council appoints the Town Manager as the Chief Administrative Officer of the Town. The Town Council also appoints the Town Clerk, Clerk of the Council, and Town Auditor. The Council President appoints, subject to the approval by Town Council, the Board of Appeals, Board of Assessors, Conservation Commission, Board of Health, Historical Commission, Licensing Board, and Planning Board. The Town Manager appoints all other members of boards and commissions, department heads, officers, except employees of the school department. Other elected bodies include: School Committee, Board of Library Trustees, and Housing Authority (four elected members and one appointed). The next Town Manager must exhibit a willingness to engage and collaborate with Winthrop's boards and committees.



Finances

Winthrop has an FY22 budget of approximately \$69 million and a Standard and Poor's rating of AA with a stable outlook. The next Town Manager must have strong financial acumen. Winthrop is facing the pressure of increasing costs and infrastructure needs. The finance department currently has openings for a Finance Director, Treasurer, and Assessor. The new Town Manager will have the opportunity to fill these key roles. The next Town Manager needs to be decisive and forward-thinking regarding finances and all aspects of municipal management. The FY22 tax rate is \$11.76 for all properties. The average single-family tax bill in FY21 is \$6,356. Approximately 51% of the Town's revenue comes from property taxes, with 22% from state aid. New growth in FY22 was 0.77% of the FY21 tax levy and the vast majority of new growth was residential. Free cash was certified at \$2.27 million for FY22. The Town receives a PILOT from both Massport, due to the location of some of Logan International Airport's runways, and the Massachusetts Water Resources Authority (MWRA), which operates a large wastewater treatment plant on Deer Island in Winthrop Bay. Winthrop's total assessed value in FY22 is \$3.03 billion. Winthrop has developed a [strategy](#) to correct structural and service delivery deficits and to strengthen the Town's General Fund and Enterprise Funds financial condition in future years.

Education

[Winthrop Public Schools](#) serves over 1,900 students in the district's three schools: grades PreK-2; grades 3-5; and a middle/senior high school. The district employs 342 staff members, including approximately 187 teachers. The school district's FY22 operating budget is approximately \$23.5 million.

Economic and Community Development

Winthrop is a densely populated community, connected to the mainland only by Route 145, which passes in a loop around the main body of the Town. Winthrop is divided into four unique business areas: the Shirley Street

Business District, the Highlands District, the Center, and Magee's Corner District. In 2017, the Town received a \$2.38 million grant to redevelop its Center Business District. Currently, that district is nearing completion on enhancements, including new water, sewer, drain, and gas lines, sidewalks, streets, and a new town square. This provides economic development opportunities for the next Town Manager.



Winthrop is home to an active marina, four energetic yacht clubs on Boston Harbor, many professional services, and numerous shops and restaurants.

Given its location next to Boston and proximity to Logan International Airport along with its beautiful beaches and small-town feel, Winthrop is an attractive community for residents and visitors. While traffic in and out of town can be challenging, Winthrop is a highly desirable location for businesses and residents. The Town is interested in attracting a limited number of businesses that would be harmonious with Winthrop's character and could enhance the tax base.

Projects/Issues

- A \$13 million revitalization project is continuing in the Winthrop Center Business District.
- A new 5-year trash contract resulted in a 39% increase in the cost of trash, which led to a newly enacted trash fee. The Town created a trash enterprise fund in FY22 and is still adjusting to the new system.
- The Town has two fire stations, the main one built in the late 1800s. There has been ongoing discussion about a new Public Safety building, which the Town hopes to come to a decision on in FY23.
- Increasing water rates are a concern for residents; the Town Manager must be able to successfully communicate the reasons for rising rates.
- The former Middle School site is zoned for mixed-use development and has been a topic of discussion regarding redevelopment.
- The Northeast Metropolitan Regional Vocational High School in Wakefield, of which Winthrop is a member community, will be constructing a new \$317.4 million school building (with \$140.8 million to be funded by the state) and Winthrop is being asked to fund a portion of the costs. There will be a vote for the 12-member communities on January 25, 2022, which will give the towns more clarity on their future obligations.
- Winthrop owns a ferry, which offers service between Winthrop, Quincy, and Boston. Grants and subsidies once used to partially fund ferry operations are no longer as readily available and the Town will be addressing the viability of continuing the service during FY23 budget conversations.
- Discussions are ongoing regarding an access road shared by the DPW and the Gorman School.
- Parking is an ongoing issue in the community due to its density and the many visitors it attracts.

The next Town Manager needs to have strong financial management, communication, and project management skills and should be adept at managing multiple complex projects and issues.



The Ideal Candidate

- Bachelor's degree, preferably in a field related to public or business administration; Master's degree preferred.
- A minimum of five years of experience in municipal administration is preferred.
- Skilled in financial management, budgeting, economic development, project management, collective bargaining, and communications.
- A strong communicator; an active listener.
- Knowledge of coastal issues and coastal resiliency.
- A self-starter; ability to be self-reliant.
- Decisive; ability to say no when needed.
- Knowledge of municipal law & procurement.
- Experience in setting goals and priorities.
- A team builder; respectful; compassionate.
- Ability to engage with the community.
- Excellent follow-through; strong work ethic.
- Strong leadership qualities and experience.
- Skilled in long-term planning and strategic management; ability to prioritize.
- Creative problem solver; proactive.
- Innovative, assertive, and organized.
- Confident; able to build morale and maintain a positive working environment.
- Analytical, enthusiastic, and collaborative.
- Knowledgeable of best practices.
- Treats others fairly and respectfully.

How To Apply

Send cover letter and résumé via email, in a single PDF, by January 28, 2022, 3:00 p.m. EST to:

Apply@communityparadigm.com

**Subject: Winthrop
Town Manager**

Questions regarding the position should be directed to:

John Petrin, Principal
Community Paradigm Associates
JPetrin@CommunityParadigm.com
781-552-1074

The Town of Winthrop is an Equal Opportunity Employer.



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Position Opportunity

City Manager

The City of Watertown, Mass. (pop. 35,329), a thriving community that provides a suburban-like setting with urban amenities, is seeking an experienced and knowledgeable leader with superior communication and community engagement skills to serve as City Manager. Watertown is well managed and well situated for continued success. It has a nine-member City Council, an FY22 budget of \$164.4M, and AAA rating. The Watertown City Manager must recognize and embrace the diversity of the community, support the goals of equity and inclusion. Watertown is also deeply concerned about environmental issues, such as protecting natural resources and working toward climate resiliency. The City seeks to be a leader in these areas. Candidates should have superior people skills, strong leadership abilities and financial acumen, and be highly collaborative and forward thinking. Watertown, located six miles from Boston, has a nine-member City Council, an FY22 budget of \$164.4M, and AAA rating.

Candidates should have a bachelor's degree (advanced degree preferred), preferably in a field related to public or business administration and at least five years of experience as a City/Town Manager or Assistant City/Town Manager. The successful candidate will receive an attractive compensation package, including health and retirement plans.

Annual salary: \$200K+ DOQ. AA/EOE.

For additional information related to the position, the City and the application process, visit www.communityparadigm.com or contact Bernard Lynch, Principal, Community Paradigm Associates at blynch@communityparadigm.com. Send résumé and cover letter in a single PDF via email, in confidence, by 3:00 p.m. EST, March 11, 2022, Subject: Watertown CM, to: Apply@communityparadigm.com.



Town Manager

Town of Ipswich

Ipswich, MA (14,000 pop.), is seeking a dynamic and visionary leader, with strong communication skills and an ability to plan for the future, to serve as Town Manager. Ipswich is a thriving coastal community that has been very well managed in recent years and is poised for continued success. This historic and primarily residential community is located 28 miles northeast of Boston. The Town has an AAA rating and stable finances. Ipswich is led by a five-member Select Board with open Town Meeting and has an FY23 budget of \$54M. Candidates should have a bachelor's degree (master's preferred) in public administration, business management, or a related field and experience as a town manager/administrator, assistant town manager/administrator, or equivalent education and experience. Applicants should be proactive and strategic thinkers with strong skills in strategic planning, financial management, personnel management, community planning, project management, and collective bargaining. Candidates must embrace climate resiliency efforts and work to ensure a welcoming environment. Applicants should actively support transparency in government and be a team builder. Annual salary: \$180K+/- DOQ. AA/EOE.

For additional information related to the position, the Town, and the application process, visit www.CommunityParadigm.com or contact Bernard Lynch, Principal, Community Paradigm Associates at BLynch@CommunityParadigm.com. Send résumé and cover letter in a single PDF via email, in confidence, by 3 p.m. EST, July 5, 2022, Subject: Ipswich TM to: Apply@CommunityParadigm.com.

June 7, 2022

Town Manager*Town of Bedford*

Bedford, MA (14,383 pop.), is seeking an experienced, knowledgeable, and talented municipal leader with exceptional communication and community engagement skills, proficient financial acumen, and superior project management and personnel management skills, to serve as Town Manager. Bedford is a beautiful community that is well-managed and well-situated for continued success. This historic and primarily residential community is located 15 miles from Boston. The Town has an AAA rating and very stable finances. Bedford is led by a five-member Select Board with open Town Meeting and has an FY23 budget of \$117M. Candidates should have an advanced degree in public administration or a related field with 5-7 years of experience as a town manager or assistant town manager preferred or relevant senior-level management experience in a municipal environment. Candidates should have exceptional listening skills, be respectful of diverse viewpoints, and be approachable and highly ethical. Candidates must be able to work collaboratively with elected and appointed boards and committees, and recognize the value citizen volunteers bring to the government process. Applicants should also have superior skills in economic and community development, procurement, and negotiating. Candidates must embrace climate resiliency efforts.

Annual salary: \$215K+/- DOQ. AA/EOE.

For additional information related to the position, the Town, and the application process, visit www.CommunityParadigm.com or contact Bernard Lynch, Principal, Community Paradigm Associates at BLynch@CommunityParadigm.com. Send résumé and cover letter in a single PDF via email, in confidence, by 3 p.m. EST, July 9, 2023, Subject: Bedford TM to: Apply@CommunityParadigm.com.

June 13, 2023