

**AGENDA ITEM #8
MARCH 25, 2024**

**DISCUSS AND POSSIBLE VOTE ON REQUEST FROM
FIRE CHIEF TO RECEIVE OWNERSHIP OF AN
EMERGENCY RESPONSE UTILITY TERRAIN VEHICLE
FROM THE BRISTOL COUNTY FIRE CHIEFS'
ASSOCIATION**

Attached is a memo from the Fire Chief regarding this.

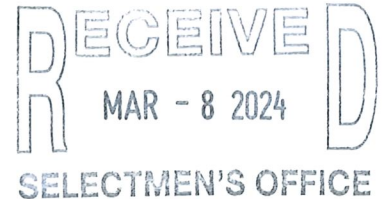


MICHAEL O'BRIEN
FIRE CHIEF
mobrien@lakevillema.org

Lakeville Fire Department

346 Bedford Street
Lakeville, Massachusetts 02347

TEL 508-947-4121 FAX 508-946-3436



PAMELA GARANT
DEPUTY CHIEF
pgarant@lakevillema.org

To: Lakeville Select Board
From: Michael P. O'Brien, Fire Chief *M. O'Brien*
RE: Request for vote to surplus equipment
Date: March 8, 2024

This document has been written to request Select Board consideration and possible vote to authorize this Fire Chief the authority to receive ownership of an emergency response vehicle from the Bristol County Fire Chiefs Association.

The referenced vehicle is a new utility terrain vehicle (UTV) designed for response to fire, medical, and rescue incidents that are remote from access roads. The funding for this resource has been provided through a Massachusetts bond bill and is intended to provide resources to respond to any incident along the newly configured South Coast Rail project.

All equipment procured through this program will be transferred to the Bristol County Fire Chiefs Association for logistical reasons. Resources designated for specific municipalities, such as our UTV, will then be transferred to the local fire department.

I am requesting authorization to receive ownership of the vehicle on behalf of the Lakeville Fire Department and the Town of Lakeville. All relevant requirements for registration and insurance will be completed consistent with our typical management of department vehicles. Additionally, our firefighters will be required to be trained and proficient in the use of the vehicle prior to an emergency use.

**AGENDA ITEM #9
MARCH 25, 2024**

**DISCUSS AND POSSIBLE VOTE ON REVISING PHYSICAL
AND DRUG TESTING HIRING REQUIREMENTS**

Attached is a memo from the HR Director and information.



To: Lakeville Select Board
From: Lacey Marshall

Date: January 23, 2024
CC: Robert Nunes, Interim Town Administrator

Subject: Physicals and Drug Testing

The purpose of this memo is to discuss changes regarding Labor union and non-union employees' requirements to conduct physicals, drug testing, and SaferPlaces background checks.

PHYSICALS AND DRUG TESTING

1. The current Labor union contract states in Section 15.5: As part of the Town of Lakeville's employment procedures, **all new employees are required to undergo a drug screen test** by a physician designated by the Town of Lakeville. **Employees in certain positions that require frequent physical labor may be required to undergo a medical examination** conducted by a physician designated by the Town of Lakeville.

2. The current Employee Personnel Handbook Section 12(g) states: As part of the Town of Lakeville's employment procedures, **all new employees are required to undergo a medical examination** that is conducted by a physician designated by the Town of Lakeville.

3. Requirements for DOT employees

- a. Vehicles with a gross vehicle weight rating (GVWR) or gross vehicle weight (GVW) of 10,001 pounds or more.
- b. Vehicles designed or used to transport more than 15 passengers, including the driver, for compensation.
- c. Vehicles designed or used to transport more than 8 passengers, including the driver, for compensation if the vehicle is used to transport passengers for a fee.
- d. Vehicles transporting hazardous materials in a quantity requiring placarding under the Hazardous Materials Regulations (HMR).
- e. Valid for 24 months.

4. Requirements under GATRA contract

- a. Van Drivers are considered DOT physical/drug screening
- b. Random Drug/Alcohol Screening on all COA employees per GATRA contract (section 1V a)

5. There are 66 identified union and non-union positions that are currently required to conduct physicals and drug testing. The following page outlines all positions, requirements, and recommendations.

Department-name	EmpTyp	Title	Required	Recommended	Required Drug	Recommended
			Physical	Physical	Testing	Drug Testing
1 Building Inspector	Full-Time	Facilities Assistant	YES	YES	YES	YES
2 Council on Aging/Veterans	Part-time	Van Driver	YES	YES	YES	YES
3 Highway	Full-Time	Heavy Motor Equipment Operator	YES	YES	YES	YES
4 Highway	Full-Time	Mechanic	YES	YES	YES	YES
5 Highway	Full-Time	HMEO/Laborer/Forestry Specialist	YES	YES	YES	YES
6 Landfill	Full-Time	Transfer Laborer	YES	YES	YES	YES
7 Park Maintenance	Full-Time	Laborer	YES	YES	YES	YES
8 Surveyor	Full-Time	DPW Director	YES	YES	YES	YES
18 Accounting/Auditing	Full-Time	Accounting Specialist	NO	NO	YES	YES
19 Building Inspector	Full-Time	Executive Assistant - Building Department	NO	NO	YES	YES
20 Building Inspector	Full-Time	Inspectional Services Clerk	NO	NO	YES	YES
21 Council on Aging/Veterans	Full-Time	COA Director	NO	NO	YES	YES
22 Council on Aging/Veterans	Full-Time	COA Administrative Assistant	NO	NO	YES	YES
23 Council on Aging/Veterans	Full-Time	COA Clerk	NO	NO	YES	YES
24 Highway	Full-Time	Assistant to the DPW Director	NO	NO	YES	YES
25 Library	Full-Time	Youth Services Librarian	NO	NO	YES	YES
26 Library	Full-Time	Library Assistant for Technical Services	NO	NO	YES	YES
27 Library	Full-Time	Library Technical Assistant Clerk	NO	NO	YES	YES
28 Library	Full-Time	Library Assistant for Adult Services	NO	NO	YES	YES
30 Planning	Full-Time	Planning Clerk	NO	NO	YES	YES
31 Town Clerk	Full-Time	Assistant Town Clerk	NO	NO	YES	YES
32 Treasurer/Collector	Full-Time	Assistant Treasurer/Collector	NO	NO	YES	YES
33 Treasurer/Collector	Full-Time	Treasurer/Collector	NO	NO	YES	YES
34 Treasurer/Collector	Full-Time	Clerk- Treasurer/Collector's Office	NO	NO	YES	YES
16 Board of Assessors	Full-Time	Assessment Specialist	NO	YES	YES	YES
17 Highway	Full-Time	Deputy DPW Director	NO	YES	YES	YES
9 Animal Control	Part-time	Assistant Dog Officer	NO	YES	NO	NO
10 Building Inspector	Full-Time	Building Commissioner	NO	YES	NO	NO
11 Building Inspector	Full-Time	Facilities Manager	NO	YES	NO	NO
12 Highway	Part-time	PT Laborer	NO	YES	NO	NO
13 Inspectors	Part-time	Animal Inspector	NO	YES	NO	NO
14 Landfill	Part-time	Landfill ENT-Transfer Laborer	NO	YES	NO	NO
15 Park Maintenance	Part-time	Park Maintenance	NO	YES	NO	NO
29 Library	Full-Time	Library Director	NO	NO	NO	NO
35 Board of Assessors	Part-time	Board of Assessors Clerk	NO	NO	NO	NO
36 Board of Health	Part-time	Board of Health Clerk	NO	NO	NO	NO
37 Board of Health	Part-time	Public Health Nurse	NO	NO	NO	NO
38 Board of Health	Full-Time	Board of Health Agent	NO	NO	NO	NO
39 Building Inspector	Part-time	Alternate Building Inspector	NO	NO	NO	NO
40 Building Inspector	Part-time	Assistant Building Inspector	NO	NO	NO	NO
41 Building Inspector	Part-time	Custodian	NO	NO	NO	NO
42 Council on Aging/Veterans	Part-time	Veteran's Agent	NO	NO	NO	NO
43 Council on Aging/Veterans	Part-time	Outreach Worker	NO	NO	NO	NO
44 Elections	Part-time	Election Worker	NO	NO	NO	NO
45 Highway	Temp	Snow & Ice Worker	NO	NO	NO	NO
46 Highway	Temp	Part Time Seasonal Laborer	NO	NO	NO	NO
47 Human Resources	Part-time	PT Clerk	NO	NO	NO	NO
48 Human Resources	Full-Time	HR Administrative Assistant	NO	NO	NO	NO
49 Human Resources	Full-Time	Human Resources Director	NO	NO	NO	NO
50 Inspectors	Part-time	Plumbing/Gas Inspector	NO	NO	NO	NO
51 Inspectors	Part-time	Assistant Board of Health Agent	NO	NO	NO	NO
52 Inspectors	Part-time	Wiring Inspector	NO	NO	NO	NO
53 Inspectors	Part-time	Sealer of Weights & Measures	NO	NO	NO	NO
54 Library	Part-time	Library Clerk	NO	NO	NO	NO
55 Library	Part-time	Library Custodian	NO	NO	NO	NO
56 Other General Govt	Part-time	PT Recording Secretary	NO	NO	NO	NO
57 Other General Govt	Part-time	Conservation Agent	NO	NO	NO	NO
58 Park Enterprise	Part-time	PT Clerk - Park Department	NO	NO	NO	NO
59 Parks	Full-Time	Director of Clear Pond	NO	NO	NO	NO
60 Parks	Part-time	Park Attendant	NO	NO	NO	NO
61 Parks	Part-time	Lifeguard	NO	NO	NO	NO
62 Planning	Full-Time	Town Planner	NO	NO	NO	NO
63 Select Board	Full-Time	Executive Assistant to the Select Board	NO	NO	NO	NO
64 Select Board	Full-Time	Town Administrator	NO	NO	NO	NO
65 Select Board	Full-Time	Assistant to the Town Administrator	NO	NO	NO	NO
66 Town Clerk	Full-Time	Town Clerk	NO	NO	NO	NO

66 POSITIONS = APPROX \$10,560

8 REQUIRED PHYSICAL/DRUG TESTING = APPROX \$1280

18 REQUIRED DRUG TESTING ONLY = APPROX \$1260

9 RECOMMENDED PHYSICAL = APPROX \$1,035

6. With the currently policy:
 - a. 66 are required to complete a physical and drug testing, approximately \$10, 560 (66*160)
 - b. 8 are required to complete a physical and drug testing based on union contract and DOT requirements with an approximate total cost of \$1,280 (8*160)
 - c. 18 additional are required to complete drug testing based on union contract and GATRA regulations with an approximate total cost of \$1,260 (18*70)
 - d. 9 additional are recommended. 7 non-union positions were identified as having strenuous physical labor and 2 union required (DPW Director/Assessment Specialist) were identified as having the potential for increased physical labor. Approximate cost \$1,035

7. The cost difference between the current plan and revised recommendations is approx. \$6,985.

8. So far in FY 2024, the Town hired 14 new employees 9 of which were required to complete a physical and drug testing (3 rehires, 2 committee members). Total cost \$1450. Of those completed only 1 required a physical/drug testing per DOT and 2 drug tests per GATRA/union contract. Cost would've been \$310. Saving \$1,140

Department	EmpTyp	Title	hireDat	Physical/Drug testing conducted	Required	Actual Cost	Recommend
Building Inspector	RPT	Custodian	07/10/2023	Y	N	160	0
Select Board	RPT	School Committee member	07/10/2023	N	N	0	0
Inspectors	RPT	Wiring Inspector	07/17/2023	Y	N	160	0
Inspectors	RPT	Sealer of Weights & Measures	09/18/2023	Y	N	160	0
Highway	FTNB	Heavy Motor Equipment Operator	10/10/2023	Previous hire test	DOT Physical/Drug	Rehire	0
Council on Aging	FTNB	COA Clerk	10/10/2023	Y	Drug Screening	160	70
Council on Aging	RPT	Van Driver	10/31/2023	Y	DOT Physical/Drug	170	170
Council on Aging	RPT	Outreach Worker	11/07/2023	Y	N	160	0
Highway	TPT	Snow & Ice Worker	11/15/2023	Previous hire test	DOT Drug	Rehire	0
Human Resources	FTNB	Human Resources Director	11/20/2023	Y	N	160	0
Highway	FTNB	Heavy Motor Equipment Operator	11/27/2023	Previous hire test	DOT Physical/Drug	Rehire	0
Library	RFT	Library Director	12/01/2023	Y	N	160	0
Treasurer/Collector	FTNB	Clerk- Treasurer/Collector's Office	12/11/2023	Y	Drug Screening	160	70
Board of Health	RPT	Assistant Board of Health Agent	12/18/2023	N	N		0

1450

310

Recommend changing the verbiage in the employee handbook to state: As part of the Town of Lakeville's employment procedures, all new employees are required to undergo a medical examination and drug screening, depending on the nature of their job, after a conditional offer of employment has been made by the Town. The examination will be conducted by a physician designated by the Town of Lakeville.

SAFERPLACES

The Town of Lakeville currently conducts CORI checks along with a SaferPlaces background check on all non-union and Fire union and Labor Union new employees. No verbiage pertaining to this is mentioned in either the Fire union, Labor union contract nor the employee handbook.

1. CORI is a free MA criminal check and employer have standard access to:
 - a. All pending criminal charges, including cases continued without a finding of guilt until they are dismissed;
 - b. All misdemeanor convictions for five years following the date of disposition or date of release from incarceration, whichever is later;
 - c. All felony convictions for ten years following the date of disposition or date of release from incarceration, whichever is later;
 - d. All convictions for murder, voluntary manslaughter, involuntary manslaughter, and sex offenses;
 - e. Information relating to offenses on which the subject was adjudicated as an adult while younger than 18 years old.

2. SaferPlaces is a \$58 per employee paid service with a standard package that includes:
 - a. Massachusetts Driver Record Report (\$15.95)
 - b. Credit History (\$18.95)
 - c. National Crime and Sex Offender Check (\$15.95)
 - d. Social Trace identify areas where your applicant has lived in the past, identify any AKAs and verify the date and state of issuance for the social security number (\$6.95)

3. So far in FY24, the town has spent \$1,392.00 for 24 employees.

4. Request the Select Board reviews if all positions should be required to have paid service conducted (per diem, temp). Also, if a credit check is required for all positions.

**AGENDA ITEM #10
MARCH 25, 2024**

**DISCUSS AND POSSIBLE VOTE TO APPROVE JOB
DESCRIPTION FOR PART TIME OFFICE ASSISTANT**

Attached is a memo from the Human Resources Director and the proposed job description.



To: Lakeville Select Board
From: Lacey Marshall

Date: March 12, 2024
CC: Robert Nunes, Interim Town Administrator

Subject: Part-Time Office Assistant to the Town Clerk and
Select Board

The purpose of this memo is to discuss hiring a part-time office assistant.

2 Part time floaters

1. The HR Department currently budgets and supervises 2 floating clerks for the Town Clerk. As of February 2024, 90% of the floaters time is dedicated to assisting the Town Clerk.

2. I am requesting to change from supporting 2 floating clerks, to 1 part-time office assistant (19 hrs) per week, and 2 floating clerks (1 floating clerk dedicated to SB, 1 emergency clerk). This will provide consistency for those offices and the hired individual. There are no additional costs for benefits as this is part-time.

3. The request does not exceed the FY24 budget, and in FY25 my budget decreases by \$14,665 and is still able to support this request.

4. My FY24 budget has \$30,088 left. Hiring a part-time assistant will cost \$5,080.79 for the remainder of FY24, leaving over \$20,00 for floaters:

a. Level 7 step 1 \$20.57 per hr for 19 hrs per week for 13 weeks. That is if the individual is hired and starts on 1 April 2024.

5. The total cost for FY25 for a part-time office assistant Level 7 step 1 at 21.18 per hr for 19 hrs per week is \$21,006.32 leaving the part time floaters \$8,993.68 or 416 hrs total.

6. I have enclosed a proposed job description as well for review and possible approval.

Thank you for your consideration in this matter

Lacey Marshall
HR Director

**TOWN OF LAKEVILLE
PART-TIME OFFICE ASSISTANT
JOB DESCRIPTION**

GENERAL STATEMENT OF DUTIES: Provide clerical support to the Town Clerk with strict accordance to the Massachusetts General Laws, Town By-laws and Federal laws and regulations. The position performs routine to complex administrative and customer service work assisting the Town Clerk and the office by maintaining records, issuing official documents, and providing information to the general public and town departments.

SUPERVISION RECEIVED: General supervision received from the Town Clerk following department rules, regulations, and policies to complete assigned tasks according to a prescribed time schedule, works independently and turns to the Town Clerk for guidance.

ESSENTIAL RESPONSIBILITIES- TOWN CLERK:

The essential functions or duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

General office work, including but not limited to answering the telephone, typing, filing, sorting and delivering the mail and assisting customers at the window.

Maintain the State Computer System (VRIS-Voter Registration Information System).

Maintain current voting lists and files.

Assist in certifying local and state nomination papers and petitions.

Participate in conducting, recording and filing the Annual Street Census.

Record, file and issue Vital Records (Births, Deaths and Marriages).

Record, file and issue Business Certificates and related matters.

Receiving, recording and filing Board of Appeal Variances and decisions.

Record and file Planning Board Subdivisions and Form A's and related matters.

Record and file such records as resignations, officials elected and appointed for permanent record.

Assist the Town Clerk in preparation for Elections and Town Meetings.

Attend Town Meetings and assist the Town Clerk and Board of Registrars.

Be available to work at the Town Clerk's Office during and after (evenings) elections.

Be available to work at the Annual Rabies Clinic (once/yr.-Saturdays).

Assist the general public and town departments by furnishing routine information.

Assist the Board of Registrars in voter registration and absentee/early ballot applications.

Issue and record dog and kennel licenses.

Conduct genealogy research as requested.

Research Town Records for the general public and various departments.

Post and file Meeting Notices on the Town's Website.

Collect fees from the Town Clerk's Office.

Accurately maintain cash drawer with fees collected.

OTHER REQUIRED RESPONSIBILITIES:

Perform other duties as may be required.

QUALIFICATIONS AND SKILLS:

Strong background in all aspects of clerical, organizational, and communication skills.

Working knowledge of office procedures, practices, and equipment.

Extensive computer skills with high proficiency in Microsoft Office and Excel software.

Must be proficient in the use of Personal Computers, Printers, Facsimile Machines, Typewriter, Photo Copier and Calculator.

The skill to prioritize and multi-task in a fast-paced environment.

Ability to exercise independent judgment and maintain confidentiality.

Ability to deal effectively, tactfully and appropriately with the general public.

Ability to communicate effectively both verbally and in writing.

Ability to prepare, type and proofread forms and correspondence.

Ability to follow written and oral directions.

Ability to maintain good public and interdepartmental relations.

In the absence of the Town Clerk, to have the ability to perform the daily tasks of the office.

EXPERIENCE AND TRAINING:

Associates degree preferred. Two (2) years of clerical experience in a governmental agency preferred; or an equivalent combination of education, training and work experience that provides the requisite knowledge, skills and abilities for this position.

PHYSICAL REQUIREMENTS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

Light physical effort is required to perform administrative duties under typical office conditions. Employee must be able to lift objects weighing up to 30 pounds. The employee is required to stand, walk, sit, speak and hear/listen, and use hands to operate equipment and lift furniture, equipment and supplies. Vision requirements include the ability to read and analyze routine and complex documents and use a computer.

WORKING CONDITIONS

Part-time 19 hour work week, Monday through Friday.

This position is a non-exempt position as regarding federal and state minimum wage and overtime requirements and, therefore, is eligible to be paid at the rate of time and one half if included in operational budget and requested by the Town Accountant. (i.e. one- and one-half times) the regular rate of pay for all hours worked beyond forty hours in a workweek.)

This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as the needs of the employer and requirements of the job change.



HUMAN RESOURCES
TELEPHONE 508-946-8808

Town of Lakeville

Town Office Building
346 Bedford Street
Lakeville, MA 02347

EXTERNAL JOB POSTING

PART-TIME OFFICE ASSISTANT

POSTING DATE:

POSITION: Office Assistant for the Town Clerk's Office for the Town of Lakeville. Full job description is attached to this posting and is available in the Human Resources Office. Apply to the HR Department at HR@lakevillema.org

HOURS: Part-time. Monday-Friday

WAGES: \$20.57 per hour, Non-Union employee

DUTIES: The primary function of this position is to provide clerical support to all of the Town Clerk.

QUALIFICATIONS: Associates degree preferred. Two (2) years of clerical experience in a governmental agency preferred; or an equivalent combination of education, training and work experience that provides the requisite knowledge, skills and abilities for this position.

POSTING CLOSING:

The Town of Lakeville provides equal employment opportunities to all employees and applicants for employment and prohibits discrimination and harassment of any type without regard to race, color, religion, age, sex, national origin, ancestry, disability status, genetics, pregnancy or pregnancy-related conditions, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal and state laws. Applicants with disabilities needing reasonable accommodation to participate in the job application or interview process, to perform essential job functions, and/or to receive other benefits and privileges of employment, please contact the Human Resources Department at HR@lakevillema.org or 508-946-8808.

**AGENDA ITEM #11
MARCH 25, 2024**

**DISCUSS AND POSSIBLE VOTE TO APPROVE JOB
DESCRIPTION FOR PART-TIME ASSESSOR FIELD
ASSISTANT**

Attached is a memo from the HR Director and a proposed job description.



MEMO

To: Lakeville Select Board

Date: March 19, 2024

From: Lacey Marshall

CC: Robert Nunes, Town Administrator

Subject: Assessor Office Positions

The purpose of this memo is to discuss the Assessor Office proposed position changes

On March 29, 2024 the full-time assessor specialist retires.

To mitigate any potential changes in the operation, I propose the following:

1. Hire a full-time Assessor Office Assistant. The primary responsibility is to conduct daily operations of the Assessor Office including public assistance and liaison for external vendors for valuation of personal property. This jobs responsibility and is being considered at the level 4 which is inclusive with all other clerks. (job description attached)
2. Hire a part-time Assessor Field Assistant. The primary responsibility is to conduct Field Work with an additional duty of serving in the office during vacation/personal and sick time for the full time assessor office assistant. Level 7 is requested (job description is attached)
3. The change allows for a decrease of approx. \$20,000 in the FY25 assessor budget as presented by the assessor board.



HUMAN RESOURCES
TELEPHONE 508-946-8808

Town of Lakeville

Town Office Building 346
Bedford Street
Lakeville, MA 02347

EXTERNAL JOB POSTING

TOWN OF LAKEVILLE ASSESSOR FIELD ASSISTANT

POSTING DATE:

POSITION:

Assessment Specialist for the Assessor's Office. Full job description is attached to this posting and is available in the Human Resources Office. Apply to the HR Department at HR@lakevillema.org

HOURS:

Part-time, Monday-Friday

WAGES:

\$20.57 per hour. Non-union

DUTIES:

Responsible for maintaining property database, processing various applications, and interacting with the public in discharging such duties.

QUALIFICATIONS:

High school diploma or equivalent required. Comprehensive knowledge of property appraisal principles and practices. Possession of a valid driver's license is required. Office experience necessary and the ability to handle the public necessary. Working knowledge of computers is necessary.

POSTING CLOSING:

The Town of Lakeville provides equal employment opportunities to all employees and applicants for employment and prohibits discrimination and harassment of any type without regard to race, color, religion, age, sex, national origin, ancestry, disability status, genetics, pregnancy or pregnancy-related conditions, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal and state laws. Applicants with disabilities needing reasonable accommodation to participate in the job application or interview process, to perform essential job functions, and/or to receive other benefits and privileges of employment, please contact the Human Resources Department at , HR@lakevillema.org or 508-946-8808.

**JOB DESCRIPTION
TOWN OF LAKEVILLE
ASSESSMENT SPECIALIST – ASSESSORS OFFICE**

GENERAL STATEMENT OF DUTIES: Responsible for maintaining property database, processing various applications, and interacting with the public in discharging such duties.

SUPERVISION RECEIVED: General supervision received from the Regional Tax Assessor. Answers to the Board of Assessors at all times.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

The essential functions of duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

Perform a variety of diversified duties under the direction of the Assessor and Board of Assessors.

Manage the office's parcel data by processing land divisions, preparing subdivision plans for map updates performed by the Town's mapping and GIS vendor.

Conduct inspections of all building permits.

Periodically inspect residential, commercial, and industrial properties as part of the offices' data verification program.

OTHER REQUIRED RESPONSIBILITIES:

Assign parcel and house number to new lots.

Verify lot size and dimensions through plans and deeds.

Keep up to date digital pictures of improved real properties.

Keep updated with Massachusetts General Assessment Laws and Practices.

Answer cursory residential property valuation questions.

Keep in contact with Board of Health for new installed wells and for properties with the potential of having wells installed.

Delivers records to and retrieves records from the Plymouth County Registry of Deeds.

Assist and provide office coverage for the Administrative Assistant during vacations and sick leave.

QUALIFICATIONS AND SKILLS:

Keep updated with new legislation and procedures.

Working knowledge of office procedures, practice and equipment.

Working knowledge of personal computers (Microsoft Word, Excel or similar systems or Be able to learn Microsoft system that is in the present office.)

Have expertise in the use of the office's CAMA system.

Ability to exercise independent judgment.

Able to deal effectively with people in a pleasant and courteous manner.

Ability to maintain confidentiality.

EXPERIENCE AND TRAINING:

High school diploma or equivalent required.

Comprehensive knowledge of property appraisal principles and practices.

Possession of a valid driver's license is required.

Office experience necessary and the ability to handle the public necessary.

Working knowledge of computers is necessary.

PHYSICAL REQUIREMENTS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

Must be able to conduct field inspections, which requires having physical stamina and fitness.

Must be able to move in and out of a vehicle in case communication is needed with main Town Office Building or to deliver memos.

WORKING CONDITIONS:

20 Hour work week Monday through Friday to be determined by the Board of Assessors, and depending on various circumstances, start and finish times may vary. Occasionally will be asked to attend a night meeting.

This position is a non-exempt position as regarding federal and state minimum wage and overtime requirements, and, therefore, is eligible to be paid at the rate of time and one half (i.e. one- and one-half times) the regular rate of pay for all hours worked beyond forty hours in a work week.

This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as the needs of the employer and requirements change.

**AGENDA ITEM #12
MARCH 25, 2024**

**DISCUSS AND POSSIBLE VOTE TO APPROVE JOB
DESCRIPTION FOR FULL-TIME ASSESSORS OFFICE
ASSISTANT**

Attached is a memo from the HR Director and the proposed job description.



HUMAN RESOURCES
TELEPHONE 508-946-8808

Town of Lakeville

Town Office Building 346
Bedford Street
Lakeville, MA 02347

EXTERNAL JOB POSTING

TOWN OF LAKEVILLE FULL-TIME BOARD OF ASSESSORS OFFICE ASSISTANT

POSTING DATE:

POSITION: Full-time Assessors Office Assistant for the Assessor's Office. Full job description is attached to this posting and is available in the Human Resources Office. Apply to the HR Department at HR@lakevillema.org

HOURS: Full-time, Monday-Friday

WAGES: \$19.67 hour. Level 4, Union

DUTIES: Responsible for all aspects of motor vehicle and boat procedures. Administers statutory exemptions. Provides general office support, including public assistance.

QUALIFICATIONS: High school diploma or equivalent required. Possession of a valid driver's license necessary. Office experience and the ability to assist the public is necessary. Working knowledge of computers, including MS Word and Excel.

POSTING CLOSING:

The Town of Lakeville provides equal employment opportunities to all employees and applicants for employment and prohibits discrimination and harassment of any type without regard to race, color, religion, age, sex, national origin, ancestry, disability status, genetics, pregnancy or pregnancy-related conditions, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal and state laws. Applicants with disabilities needing reasonable accommodation to participate in the job application or interview process, to perform essential job functions, and/or to receive other benefits and privileges of employment, please contact the Human Resources Department at , HR@lakevillema.org or 508-946-8808.

**JOB DESCRIPTION
TOWN OF LAKEVILLE
FULL-TIME – BOARD OF ASSESSORS OFFICE ASSISTANT**

GENERAL STATEMENT OF DUTIES: Responsible for all aspects of motor vehicle and boat procedures. Administers statutory exemptions. Provides general office support, including public assistance.

SUPERVISION RECEIVED: General supervision received from the Regional Tax Assessor. Answers to the Board of Assessors at all times.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

The essential functions of duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

Perform a variety of diversified duties under the direction of the Regional Tax Assessor and Board of Assessors.

Responsible for all aspects of motor vehicle and boat excise tax commitments, including the preparation of commitments and warrants, as well as, abatements.

Responsible for the administration of statutory exemptions.

Provides telephone, e-mail, and over-the-counter public assistance.

Provides general office and secretarial support by preparing meeting agendas and minutes, processing bills for payment, updating and filing of records, preparing mailings and monthly accounting reports.

Attends Board of Assessors meetings and takes minutes.

Delivers records to and retrieves records from the Plymouth County Registry of Deeds

Fulfills public records requests

Liaises with external vendors for valuation of personal property

Processes ownership changes as evidenced by recorded deeds

Mails sales verification letters and questionnaires

Maintains Chapter 61/61A/61B records

Keeps updated with Massachusetts assessment laws and practices

Answers cursory residential property valuation inquiries

Prepares abutter lists

Keeps in contact with Board of Health regarding well installations

Records all building permits in the CAMA system (Vision)

OTHER REQUIRED RESPONSIBILITIES:

Responsible for all aspects of motor vehicle and boat excise billing.

Responsible for general filing and updating records; preparing Form of List mailings, answer telephone and handles questions from taxpayers and the general public.

Prepares reports for Accountant and Tax Collector's Offices.

QUALIFICATIONS AND SKILLS:

Excellent organizational, clerical and communication skills.

Working knowledge of general office procedures, practices and equipment.

Knowledge in the use of CAMA and GIS systems.

Working knowledge of personal computers (Microsoft Word, Excel or similar systems or be able to learn Microsoft system that is used in the present office).

Ability to exercise independent judgment, and deal effectively with people in a pleasant and courteous manner.

Ability to maintain confidentiality, handle complex tasks, as well as, follow complex written or oral instructions.

Able to work under pressure as many procedures are due, by law, at certain times. Knowledge of real estate law helpful, but must become knowledgeable of such laws.

EXPERIENCE AND TRAINING:

High school diploma or equivalent required. Possession of a valid driver's license necessary. Office experience and the ability to assist the public is necessary. Working knowledge of computers, including MS Word and Excel.

PHYSICAL REQUIREMENTS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

Light physical effort is required to perform administrative duties under typical office conditions.

Employee must be able to lift objects weighing up to 30 pounds. The employee is required to stand, walk, sit, speak and hear/listen, and use hands to operate equipment and lift furniture, equipment and supplies. Vision requirements include the ability to read and analyze routine and complex documents and use a computer.

Must be able to move in and out of a vehicle in case communication is needed with main Town Office Building or to deliver memos.

WORKING CONDITIONS:

Work schedule 40 hours per week, to be determined by the Board of Assessors, and depending on various circumstances, start and finish times may vary.

Work is performed under typical office conditions, with regular interruptions to respond to requests for information or assistance. The workload is subject to various seasonal cyclic fluctuations.

This position is a non-exempt position as regarding federal and state minimum wage and overtime requirements and, therefore, is eligible to be paid at the rate of time and one half (i.e., one- and one-half times) the regular rate of pay for all hours worked beyond 40 hours in a workweek.

This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as the needs of the employer and requirements of the job change.

**AGENDA ITEM #13
MARCH 25, 2024**

**DISCUSS AND POSSIBLE VOTE TO APPOINT AT LARGE
MEMBER ON TOWN ADMINISTRATOR SEARCH
COMMITTEE**

Attached are the letters of interest received for this position.

I did email all the respondents notifying them that we would be discussing this if they wanted to attend.

Tracie Craig-McGee

From: Barbara <bmancovsky@comcast.net>
Sent: Sunday, March 3, 2024 4:02 PM
To: Tracie Craig-McGee
Subject: TA Search Committee

Hi Tracey -

I would love to be involved with hiring committee for Town Administrator. It's such an important job and I am hopeful that our next hire will have deep and abiding respect for our community, what we have accomplished and what we want going forward.

Barbara Mancovsky
17 Johnson Drive
Lakeville MA

508-989-4289
Bmancovsky@comcast.net

-

Barbara

Tracie Craig-McGee

From: Robert Marshall <rmarsh1098@aol.com>
Sent: Thursday, February 29, 2024 8:05 PM
To: Tracie Craig-McGee
Subject: Town Administrator's Search Committee

Dear Select Board Members,

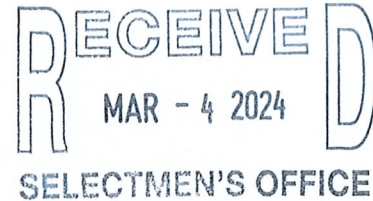
Please let this letter serve as my request to serve on the upcoming Town Administrator's Search Committee. As you may know, I've lived in town for over fifty years and have seen how our town has changed, as well as the many challenges we presently face. It is important that we fill the position of town administrator with a strong and understanding candidate who is able to work and communicate with our citizens in an effective, sympathetic, and symbiotic fashion. I have served on a number of town boards in the past, and I feel that my knowledge and experience working with our people will be helpful in recommending the type of candidate that Lakeville needs for this critical position.

Please let me know if there is any further information you need. Thank you for your kind consideration.

Best regards,

Robert W. Marshall
16 Barstow St., Lakeville, MA 02347
Tel. Nos.: h-508 947 6846/ c-617 688 1312
Email: Rmarsh1098@aol.com

Katherine Desrosiers
1 Court Circle
Lakeville, MA 02347
Kedesrosiers@gmail.com
774-766-0697



Brian Day, Chair
Lakeville Select Board
c/o Tracie McGee-Craig
346 Bedford Street
Lakeville, MA 02347

RE: Town Administrator Search Committee

Dear Brian,

I hope this letter finds you well. I am writing today to express my interest in serving on the Town Administrator search committee as a resident of the Town of Lakeville.

I feel that my experience, as a resident, volunteer, and my current role as an Assistant Town Administrator provide me with a unique perspective when considering candidates to fill this role. The Town of Lakeville is in a unique position right now, with an expanding Select Board, fiscal challenges due to the economy and needs to find a Town Administrator with the necessary skill set to flourish in this role ensuring the Town's success for years to come.

My desire to see the Town continue to be successful in its growth, finances, and overall appeal as a place to live and work has motivated me to pursue prior volunteer opportunities and is the reason, I would be interested in serving on the search committee. I would like to be part of building Lakeville's future for my family and neighbors. I welcome the opportunity to discuss my interest with the Board should they desire.

I wish the Board the best of luck with the search.

Thank you,
Katie Desrosiers

Tracie Craig-McGee

From: linda_ewell@verizon.net
Sent: Saturday, March 2, 2024 8:29 AM
To: Tracie Craig-McGee
Subject: At-large member interest

Good morning Tracie,

I would be interested to serve as the at large member in your search for a new Town Administrator. I currently serve as President of the Friends of the Lakevilke COA. If your Board feels that my presence on the committee would be of any help, I would be happy to serve.

I do not know all the intricacies of town government, but I pride myself as knowing what would be necessary for a good leader. I worked at Blue Cross for almost 30 years in various management roles. I am now retired but eager to help.

Thank you
Linda Ewell
[Sent from AOL on Android](#)

Tracie Craig-McGee

From: Paul Meleedy <pfm@meleedy.com>
Sent: Saturday, March 2, 2024 8:57 AM
To: Tracie Craig-McGee
Subject: Town Administrator search committee

I am interested in serving on the search committee. I have been a member of numerous boards that have interacted with the Town Administrator including the Library Board of Trustees and Board of Assessors.

Thank you for your consideration.

Paul Meleedy

[508-947-3178](tel:508-947-3178)
pfm@meleedy.com

Sent from my mobile device

Letter of Interest

Britney Lepore
77 Taunton St.
Lakeville, MA 02347
(774) 208-2079
Brit.lep@gmail.com



Dear Tracie Craig-McGee:

I am writing to inform you of my interest in serving on the Town Administrator Search Committee. I have been a resident and homeowner in Lakeville for 3½ years. I am enrolled in Bristol Community College's Office Administration-Executive Administrative Assistant Program. I would appreciate your consideration in giving me the opportunity to become a participant in my community.

Sincerely,

Britney Lepore

**AGENDA ITEM #14
MARCH 25, 2024**

**REVIEW PROPOSALS RECEIVED FROM CONSULTANT
FIRMS FOR TOWN ADMINISTRATOR SEARCH AND
POSSIBLE VOTE ON CONSULTANT**

Attached are the 2 responses we received in regards to the Town Administrator Search.

Groux-White Consulting, LLC came in at \$9,800 plus advertising cost; Municipal Resources, Inc. came in at \$9,500 plus advertising cost.

RECEIVED
MAR 19 2024
SELECTMEN'S OFFICE

**RESPONSE TO REQUEST FOR QUOTE
TOWN OF LAKEVILLE, MASSACHUSETTS
TOWN ADMINISTRATOR RECRUITMENT
MARCH 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

March 19, 2024

Tracie Craig-McGee
Executive Assistant – Select Board/Town Administrator
Town of Lakeville
346 Bedford Street
Lakeville, MA 02347

Dear Ms. Craig-McGee,

Municipal Resources, Inc. ("MRI") is pleased to submit this response to your request for quotes to work with the Town of Lakeville, MA in the recruitment and selection of an exceptional candidate for the position of Town Administrator.

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 is attached, the following are a number of communities that you'll be sure to recognize:

- Berlin, MA – Town Manager
- Blackstone, MA – Town Administrator
- Hanson, MA – Town Administrator
- Lexington, MA – Town Manager
- Middleton, MA – Town Administrator
- North Andover, MA – Town Manager
- Northborough, MA – Town Administrator
- Sherborn, MA – Town Administrator
- Westborough, MA – Town Manager
- 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 500 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.

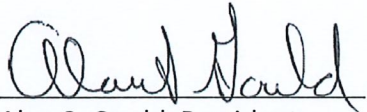
We understand that every community is different; therefore, every search is different. MRI works hard to understand the intricacies and uniqueness of each client’s organization and then tailors the process to meet their specific needs and expectations.



We look forward to the possibility of working with the Town of Lakeville 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 MUNICIPAL RESOURCES

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 a \$170 million operating budget for municipal/school departments; maintenance and construction of municipal/school infrastructures, managing millions in capital projects; and 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 Select Board, to review the recruitment process and work toward developing a **Community Profile and Challenge Statement (see attached sample in Attachment C). 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 Administrator must be prepared to address.

To gain input from the community and other stakeholders, MRI will interview other key officials, as identified by the Select Board and/or Town Administrator Search 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 design and facilitate a public engagement exercise as well as 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. Review and make recommendations to the current job description based on a review of the Home Rule Charter and information gathered from discussions with key personnel.

3. We will work to develop a timeline for the recruitment process so that the Client and all candidates can plan accordingly.
4. We will develop ad copy, recommend advertising venues, and coordinate placement of the ads. All postings will include a salary range as determined by the Select Board. Resumes are typically received for at least 30 days.
5. Produce an agreed upon screening and assessment tool to conduct an initial screening of applicants to determine their suitability for the position and their willingness to live in the Town. This initial screening process will be done in consultation with the Select Board. We will develop a list of finalists to be interviewed by the Select Board
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 quote 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 Select Board and/or Town Administrator Search 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 canvass our consultants, to identify potential issues or controversies in other jurisdictions.
14. Coordinated with the Select Board, 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.
15. We will provide the Select Board, and/or Town Administrator Search 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). Those candidates chosen by the Select Board and/or Town Administrator Search Committee will move forward to interviews. MRI will prepare the Select Board and/or Town Administrator Search Committee for those interviews and facilitate the interviews. All interviews will be facilitated by an MRI consultant. All meetings will be in conformance with the Massachusetts Open Meeting Law.
16. Following interviews with the finalists, the Select Board or Town Administrator Search Committee, in consultation with our lead consultant, will determine what if any, additional steps are needed to arrive at a final selection.
17. We will assist the Town 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.

18. 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.
19. Provide a bi-weekly written update to the Select Board on the status of the recruitment process. If a suitable candidate cannot be found within 120 days of contract execution, the contract will be re-evaluated.
20. 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 critical to hiring quality employees.
21. 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.

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 Board 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 – Select Board and Town Administrator Search 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 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

Berlin, MA

Town Manager 2019, 2022

Kristin Rubin, Town Administrator
23 Linden Street
Berlin, MA 01503
(978) 310-5919

Lexington, MA

Town Manager 2018

James Malloy, Town Manager
Lexington, MA 02420
(781) 698-4581

Marlborough, CT

Town Manager 2023

David Porter, Town Manager
Amy J. Traversa, Board Member
26 North Main Street
Marlborough, CT
(860) 295-6200

North Andover, MA

Town Manager 2019

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

Somerset, MA

Town Administrator, 2022

Mark Ullucci, Town Administrator
(508) 646-2800
Alan Smith, Chair of the Board
(508) 922- 1457

Westford, MA

Town Manager 2022

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

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

FEES AND CHARGES

The cost of the **comprehensive** recruitment and selection process as outlined above is typically offered at a cost starting at about **\$9,500**. We work with every client to establish an effective, affordable program of recruitment and selection that is designed to provide the best possible pool of candidates and ensure that the talents, experience, and management style are the best possible fit for your community.

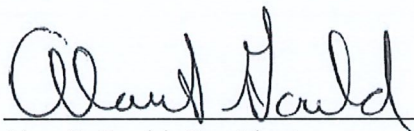
This fee **does not include** the cost of advertising. In addition, the Client is responsible for providing food and interview rooms for the interview panel(s).

We suggest an advertising budget of **\$1,500.00**. Advertising venues will be selected upon consultation with and approval by the client. Advertising fees are typically paid by MRI and then invoiced to the client.

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



**Municipal
Resources, Inc.**

ATTACHMENT A

Pursuant to M.G.L. Chapter 62C, Section 49A, the undersigned certifies under the penalties of perjury that Municipal Resources Inc. has filed all Massachusetts State tax returns and paid all state taxes required by Massachusetts.

The undersigned certifies under penalties of perjury that this quote is in all respects bona fide, fair, and made without collusion or fraud with any other person. As used in this paragraph, the word "person" shall mean any natural person, joint venture, partnership, corporation, or other business or legal entity.

The undersigned certifies under penalties of perjury that he/she is authorized on behalf of to bind the company contractually. If the company is a corporation, a clerk's certificate of vote and minutes of a Director's meeting will be provided.

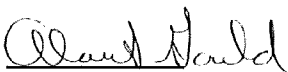
02-0450952

Social Security Number or Federal Identification
Number

Municipal Resources Inc.

Company Name
Alan S. Gould

Printed Name of Signer



Signature

March 19, 2024

Date

ATTACHMENT B



**Municipal
Resources, Inc.**

QUOTE FORM
TOWN ADMINISTRATOR SEARCH FIRM

Bid Price (numerical): \$9500.00

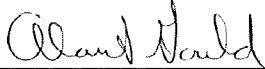
Bid Price (written): Nine Thousand Five Hundred Dollars

Company Name Municipal Resources Inc.

Address 66 Main Street, Suite B

Plymouth, NH 03264

Contact Person (Print) Alan S. Gould

Contact Person (Signature) 

Telephone/Fax 603-279-0352

Email address agould@mrigov.com

Date March 19, 2024

ATTACHMENT C



**Municipal
Resources, Inc.**

THE TOWN OF NORTHBOROUGH, MA TOWN ADMINISTRATOR RECRUITMENT

Invitation to Qualified Candidates

INTRODUCTION

Northborough, MA. (pop. 16,000) is seeking an enthusiastic, proactive, community-oriented leader to serve as its next Town Administrator. This quintessential New England town is situated in eastern Worcester County and is primarily a residential suburban community with a growing high-tech, commercial, and retail business sector. Northborough is ideally located at the intersection of Interstate 495 and 290 and is just 10 miles from Worcester and 30 miles from Boston, not far from world class medical, educational, recreational, entertainment, and cultural assets while providing numerous employment opportunities for its residents. Led by a five-member Select Board, with a traditional open town meeting form of government and an established Town Charter, the Town Administrator is the Chief Administrative Officer and oversees 121 FT employees and an approved FY '24 operating budget of \$80M and an FY '24 capital budget of \$2.8M. This is a full-service community and is known for being well-managed and fiscally conservative as evidenced by its investment grade Aa1 bond rating by Moody's Investors Services. The successful candidate will have strong interpersonal, written, and verbal skills which are essential for success in this position with a commitment to providing excellent customer service. BA/BS is required, MPA/MBA preferred, with a minimum of 5 to 8 years of progressive municipal management and leadership experience or the equivalent in business, not-for-profit management, or higher education. The Town established a salary range of \$185,000 to \$210,000 to be negotiated by the Select Board and dependent on the specific qualifications and experience of the candidate. The Town also offers a competitive benefits package. Northborough is an equal-opportunity employer and is committed to diversity, equity, and inclusion to create a diverse workforce. All qualified applicants are encouraged to apply and will receive consideration for employment without regard to race, religion, national origin, age, sex, sexual orientation, disability status, or any other characteristic protected by applicable law.



For further information, potential candidates are directed to the Municipal Resources, Inc. website at www.mrigov.com/career or to contact Municipal Resources, Inc. at 603-279-0352 ext. 330.

To apply submit a resume and cover letter, in confidence, as a PDF attachment to recruitment@mrigov.com by Monday, October 2nd, 2023 at 8 AM EDT.

TOWN ADMINISTRATOR – TOWN OF NORTHBOROUGH, MA

IDEAL CANDIDATE PROFILE

The *Ideal* Candidate for the position of Northborough, MA Town Administrator will have:

A graduate degree in public administration or a similar advanced degree in related fields is required.

At least 5 years of demonstrated senior-level leadership in public management or relevant, transferable experience in a large public or not-for-profit organization may be considered.

Demonstrated skills in HR/Personnel, facilities management, and public building construction will be important skills for the success of the new Town Administrator.

A career record of creative and innovative financial budget preparation and a CIP planning process that actively seeks to solicit input from elected officials and interested residents.

A collaborative and deliberative style of management that allows for and promotes community involvement by an engaged, caring, and active citizenry. A leader by example who empowers and trust managers and staff to run their Departments in an efficient and effective manner but avoids being a micromanager. Someone who will hold staff and managers accountable.

A manager who appreciates the hard work of all municipal employees and supports their efforts. A visible manager who gets out of the office and engages with staff and the community at large.

Ability to solve complex issues by researching and thoroughly understanding the matter before the community. Someone who will embrace and identify innovative, bold, and creative solutions.

Candidate must demonstrate a history of effective and persuasive public speaking while using the latest technology to enhance oral/visual presentations. Candidate must be committed to open and transparent government.

Extensive knowledge and experience in negotiations within a collective bargaining environment while also maintaining positive union and non-union relationships within the organization.

Ability to listen, empower and support the various volunteer boards and committees in the local government particularly those who help provide the highest level of customer service delivery.

Must be committed to the utilization of evolving IT tools to improve internal and external communications while building added efficiencies into the delivery systems of the community.

A record of nurturing and embracing a positive culture in the Town Hall while promoting civility and professional decorum in all public discourse.

Demonstrated ability to provide unbiased guidance to all elected and appointed officials.

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

Skills in working collaboratively, cooperatively, and building consensus with a strong emphasis on maintaining a positive, productive relationship between the School and Municipal Administrations. Demonstrated career-long foundation of impeccable professional and personal ethical standards, integrity, respect, honesty, and accountability.

TOWN ADMINISTRATOR – TOWN OF NORTHBOROUGH, MA

The New Town Administrator

The new Northborough Town Administrator will need to be a strong municipal leader with a track record of good communication and people skills who will be able to gain the respect of and work well with elected and appointed officials, employees, volunteers, residents, business leaders, and community organizations. It will be critically important that he or she demonstrates the ability to work with diverse groups, acknowledge and respect divergent views and communicate openly while remaining transparent and apolitical. The skill and ability to facilitate honest and respectful dialogue between various factions when dealing with controversial or volatile community issues is seen as essential. Transparency and openness of government must be a priority for the next Town Administrator.



The Community

The residents of Northborough are proud of their Town's rural charm, open space, and agricultural history. Approximately one-fourth of the Town is considered protected open space, and this provides the residents with numerous opportunities for outdoor passive and active recreation including an extensive trail network for hiking, running, and biking. It is noteworthy that Northborough has five working farms of all sizes that provide a generous variety of locally grown fruits, berries, and vegetables. The Town is known for its "Applefest" in the fall.

Northborough is a very desirable community in which to live and raise a family due to its proximity to Boston and excellent schools. A significant part of the challenge facing the new Town Administrator will be to balance the cost to continue providing a high level of Town and education services at a sustainable tax rate during this time when young families, with children, and older residents, aging in place, are feeling the burden of residential taxes. The largest share, 75%, of the real estate tax base comes from the residential sector and the remaining 25% comes from the commercial/industrial and personal property sector.



TOWN ADMINISTRATOR – TOWN OF NORTHBOROUGH, MA

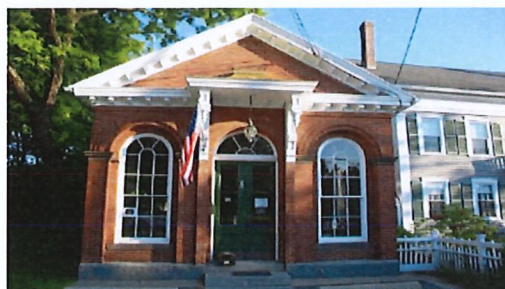
Town Finances

The Town has a long tradition of strong financial planning and fiscally conservative budgeting of both revenues and expenditures. The FY '24 operating budget is \$80M of which 59% is for educational expenses and 21% is for Town expenses. The capital budget is \$2.8M for FY '24. The Town Departments are well managed with seasoned Department Heads and employees. The public safety departments are particularly noteworthy. The Police Department is accredited, and the Fire Rescue and Emergency Management Department provides the community with advanced life support emergency services with two ambulances staffed by paramedics.

The Town's financial reserves are not only healthy but also outstanding: certified free cash has averaged \$2.6M over the past 5 years, the stabilization fund balance is \$5.5M, the CPA Fund balance



is approximately \$1.3M, the excess levy capacity is \$3.9M for FY 23, the ARPA funds have an available balance of \$2.5M. The OPEB Trust is funded at \$5.8M which is 12% of the \$49M liability. It should be noted that the Town's reserves as a percent of the adopted budget have averaged 8.8% for the past 5 years. The Government Finance Officers Association has presented the Town with its Distinguished Budget Presentation Award for ten consecutive years! Northborough has been a leader in assisting other communities in achieving this GFOA award by providing training sessions on budgeting best practices and long-range financial planning. Mood's Investors Services recognized the Town has a history of healthy financial planning, conservative management, low debt burden, and manageable pension obligations when they awarded Northborough with an investment grade bond rating of Aa1.



TOWN ADMINISTRATOR – TOWN OF NORTHBOROUGH, MA

Challenges and Opportunities:

Master Plan and Open Space Plan:

There are two important documents for any well-planned community, one is a comprehensive Master Plan and the other is an Open Space & Recreation Plan. The Planning Board and Conservation Commission and staff updated both the Master Plan and the Open Space & Recreation Plan in 2020. These plans are the vision for the future of the Town and represent hundreds of hours of community meetings and input. They are blueprints for the new Town Administrator as he or she works to accomplish the goals and objectives of the community in the years ahead. Both reports have detailed implementation or action plans to guide the Town's investments going forward. These two newly updated documents will provide a unique opportunity for the next Town Administrator to help lead and guide the process of implementing the goals and objectives identified within the document which defines the direction of the community over the next decade.



Financial Stability:

The town currently has a stable financial position among Massachusetts communities. However, the challenge for the next Town Administrator will be how to guide the community going forward with the increasing demands for service, an inordinate amount of dependence on the residential taxpayer, the continued gentrification of the community, and significant infrastructure needs including large public building projects on the horizon. The Administrator will need to assist in addressing all these areas of concern with the Select Board and other interested parties in the community.

CIP Development and Funding:

Northborough has a history of providing a reasoned, well-thought-out Capital Improvement Plan as part of its annual budgetary process. However, as is the case in most communities, this document is a resource and planning tool that must be flexible enough to allow for the changing needs, requirements, and desires of the community. In this case, the Town Administrator may be faced with a number of potentially large capital building projects within the town including a possible new central fire station headquarters, a rehab/rebuild of the Peaslee Elementary School, and major investments in a number of facilities in the community. Identifying additional funding

TOWN ADMINISTRATOR – TOWN OF NORTHBOROUGH, MA

sources besides local taxation will be an important task for the Administrator in crafting a sustainable CIP for the future.

Development Opportunities:

The financial challenges mentioned above can provide an opportunity for the new Town Administrator to evaluate many existing and proposed development initiatives in the community to help offset the residential tax burden on Northborough residents. Initiatives around the White Cliffs site, the old Town Hall complex, the potential for downtown redevelopment, and many others could help the balance of taxation in the community by shifting more of the burden to a robust and growing commercial growth sector. The Administrator can assist and offer advice to the Planning Board, the Select Board, and all other agencies responsible for monitoring and approving many of the projects.

Retention and Recruitment of Staff for the Community:

The town is fortunate and is proud to have very competent department managers and staff working within the framework of the local organization. An important responsibility of the new Administrator will be how to work with and promote staff within the organization and most importantly how to retain excellent staff in the current work environment. Creative and new initiatives to retain and recruit new employees will be an opportunity for the next Administrator. Additionally, new recruitment techniques and tools will be necessary to obtain the goal of finding quality employees for the town of Northborough.



Northborough is a wonderful community that has all the characteristics of a traditional New England town. The next Administrator must bring passion, energy, commitment to excellence, ingenuity, integrity, and the confidence to be the leader who guides this quintessential community in the years ahead.

For More Information

MRI provides information about Northborough in this document, however, candidates are encouraged to learn more about the Town and the position by visiting Municipal Resources' website www.mrigov.com and the Town's website <https://www.town.northborough.ma.us/>. Candidates can also contact Alan Gould at agould@mrigov.com or by phone at 603-279-0352 ext. 320.

ATTACHMENT D



**Municipal
Resources, Inc.**

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

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 Manager 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

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
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

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



MASSACHUSETTS CONTINUED

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
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
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

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



MASSACHUSETTS CONTINUED

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
Board of Selectmen
Town of Westborough
34 West Main Street
Westborough, MA 01581

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 03212

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 Faienca, 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
Amy J. Traversa, Board Member
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



RECEIVED
MAR 18 2024
SELECTMEN'S OFFICE

Town of Lakeville, MA

**Executive Search Firm to Assist
with Town Administrator Recruitment**

GROUX-WHITE

CONSULTING, LLC.

Table of Contents

March 18, 2024

Ms. Tracie Craig-McGee
Executive Assistant to the Select Board
and Town Administrator
346 Bedford Street
Lakeville, MA 01867

Dear Chair Day and Select Board Members:

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

Enclosed is the completed quote form and Attachment A as requested. 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. Resumes of both partners 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) recruitments. Groux-White Consulting has had great success with its recruitments with recommended candidates serving significant tenures in communities even communities that have had difficulty retaining able and high performing professionals.

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 Board of Selectmen, 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 24 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 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 there. 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 the organization. Effective recruitment is as much an art as it a science. In the

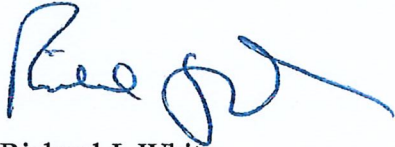
end, it is about hard work and finding the right fit. Any consultant can generate interest. Finding the right fit requires hard work.

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.

Also included is a sample of the brochure/profile we develop for our recruitment. We can provide additional brochures/profiles if needed.

Thank you for inviting us to submit this proposal.

Sincerely,

A handwritten signature in blue ink, appearing to read "Richard J. White". The signature is stylized and fluid, with a long horizontal stroke extending to the right.

Richard J. White
Thomas J. Groux

**QUOTE FORM
TOWN ADMINISTRATOR SEARCH FIRM**

Bid Price (numerical): \$9,800*

Bid Price (written): Nine thousand eight hundred dollars*

Company Name Groux-White Consulting, LLC

Address 1 Pelham Road, Lexington, MA 02421

Contact Person (Print). Richard J White

Contact Person (Signature)

Telephone/Fax 781-572-6332

Email address rickwhite58@verizon.net

Date 3/18/2024

*All-inclusive except for advertising costs

Richard J White

ATTACHMENT A

Pursuant to M.G.L. Chapter 62C, Section 49A, the undersigned certifies under the penalties of

Perjury that Groux-White Consulting, LLC has filed all Massachusetts State tax returns and paid all state taxes required by Massachusetts.

The undersigned certifies under penalties of perjury that this quote is in all respects bona fide, fair, and made without collusion or fraud with any other person. As used in this paragraph, the word "person" shall mean any natural person, joint venture, partnership, corporation, or other business or legal entity.

The undersigned certifies under penalties of perjury that he/she is authorized on behalf of N/A to bind the company contractually. If the company is a corporation, a clerk's certificate of vote and minutes of a Directors' meeting will be provided.

81-4087947

Social Security Number or Federal Identification Number

Company Name Groux-White Consulting, LLC

Printed Name of Signer
Richard J White



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

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)

RECRUITMENT REFERENCES (Partial List)

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 just 45 miles south of Boston. Cape Cod's many spectacular beaches and resort amenities are just minutes away. A new Town Administrator will be appointed in early April 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. A Harbormaster will be appointed the end of March 2024.

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. It contributes much to the year-round economic vitality on the Cape while remaining a summer tourist destination. 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. This search is currently underway. A new Town Manager is expected to be appointed by March of 2023.

Select Board Chair: Andrea Shaw Reed 508.774669

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 and 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. There were 45 applications in 2000 and the Administrator appointed remained for seven years. The most recent search produced 35 resumes and the new Administrator expected took office in June of 2022.

Screening Committee Chair, Bruce Bierlaw, 617 851 1172

Acting Town Manager Charlie Sumner 774 353 7033

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. This search was undertaken in late 2006 and a new Assistant Town Manager for Administration/Finance Director expected to be 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. This search was undertaken in late 2006 and 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. Groux-White Consulting was engaged in finding a new Town Administrator in September of 2019.

Search Committee Chair: Frank Morrell 774-230-5464

Chairman, Selectmen: David Singer 508-963-5865

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

Search Committee Chair: Mark Paolillo
Human Resources Director: Jessica Porter 781-541-0518

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

Search Committee Chair: Kate Bowen 671-852-9839
Chairman, Selectmen: Jim Williams 917-406-0393

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

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

Shirley, MA. The Town of Shirley has a population of 7,300 residents. It is located 50 miles north of Boston, close to the New Hampshire border. Primary a residential community. Groux-White Consulting was engaged in finding a new Town Administrator in February of 2018.

Chairman, Selectmen: Enrico Cappucci 978-270-3458
Chairman, Search Committee: Bryan Sawyer 978-855-8223

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

Chairman, Selectmen: Alice Boyd 508-237-5834

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

Search Committee Chair: Donna Abelli 508-259-9303
Chairman, Selectmen: Dan Murphy 617-293-4758

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

Search Committee Chairman: Peter Carnes 508 565 1717
Chairman, Selectmen: Erik Tolley 508 362 8883

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

Search Committee Chairman: Anthony LaChapelle 508 272 2212 cell

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

THE TOWN OF CARVER CAREER OPPORTUNITY TOWN ADMINISTRATOR

Population

11,641

Land Area

39.7 square miles

Form of Government

Open Town Meeting, 5
member Select Board, Town
Administrator

Schools

Carver Public School District

Old Colony Regional
Vocational Technical School

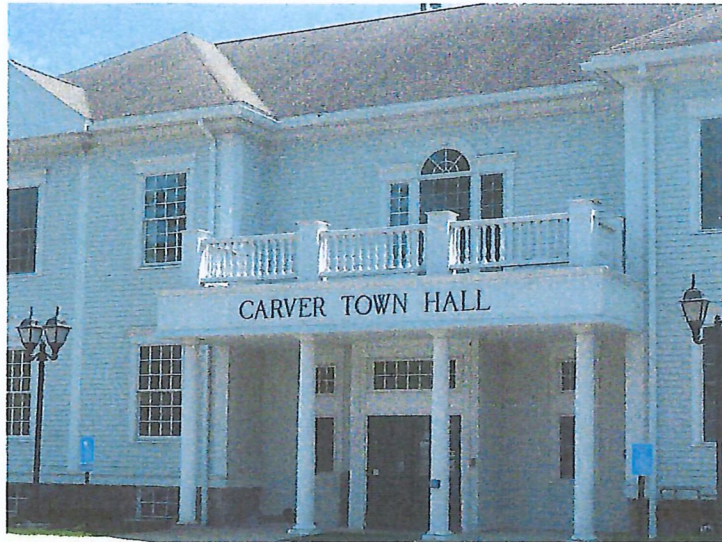
Utilities

Eversource ~ gas and electric

Water ~ North Carver Water
District

Private

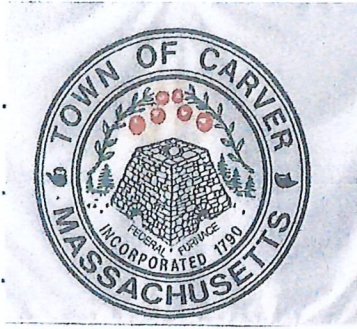
Sewer ~ private



Introduction

The Carver Select Board seeks a fiscally responsible, proactive community leader, committed to public service excellence, to serve as its next Town Administrator. 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 just 45 miles south of Boston. Cape Cod's many spectacular beaches and resort amenities are just minutes away. Carver's excellent schools, quality of life, sense of safety, and reputation for providing exemplary, cost effective service to its residents and businesses helps create a unique and special community culture.

Carver is very proud of its agricultural history as well as its present contributions to the State of Massachusetts' cranberry production. There are an estimated 13,000 cranberry producing acres state



Cash Reserve Facts

Free Cash

\$

Other Funds

Undesignated fund:

Stabilization:

Capital Reserve:

Capital & Debt Stabilization

OPEB Trust:

Fiscal Facts

Tax Rate

\$14.17 residential FY 24

\$22.53 commercial FY 24

Average Single Family Tax Bill

\$ 6,807

FY 2024 Budget

\$ 54,560,297.32

FY 2024 Education Budget

\$22,500,218

wide. Thirty-six percent or 2,700 of those are in Carver. It is said that fifty percent of Carver's land area is dedicated to the cranberry industry.

Led by a five-member Select Board, the Town Administrator acts as Chief Administrative and Chief Procurement Officer for the Town overseeing its operation in order to ensure the effective administration of the Town's general government. Town finances are conservatively managed.

Preferred candidates will have a master's degree in public or business administration and a minimum of three years of municipal or similar organization senior management experience or a bachelor's degree in public or business administration and a minimum of five years of municipal or similar organization senior management experience. Additional information about the Town and the position can be found on www.carver.gov.

The Town is committed to negotiating a very competitive compensation package with the successful candidate. Current maximum salary is established at \$170,000. The Town is open to negotiations for the right candidate. Final salary negotiable commensurate with a candidate's qualifications. An attractive benefits package, including health and retirement plan, is part of the Town Administrator's total compensation.

Screening Committee interviews are anticipated to begin early in March.

Send resume and cover letter via email to:
rickwhite58@verison.net

Richard J White

Groux-White Consulting

Call 781-572-6332 to discuss the opportunity or if you have questions.

Town Administrator ~ Town of Carver

About Carver

In order to understand Carver a candidate must be aware and sensitive to its past. Although Carver has seen some residential growth especially as the cost of housing in metro Boston has increased exponentially, Carver remains rooted in its agricultural beginnings. It is part of Carver's DNA and will remain so for generations. Carver separated from Plymouth and was incorporated in 1790. The town was named for John Carver, the first Governor of the Plymouth Colony. Initially agricultural, Carver was known for the iron ore from its swamp lands used to make cooking tools by the 1730s. The first iron works was "Pope's Point Furnace", built in 1732, which operated for a century by using the bogs and Sampson's Pond. Over the next 150 years, sheep shearing, and lumber mills were important in Carver.

Most people at the time lived in the villages of South and North Carver and Wenham, later called East Carver.

Carver began cranberry farming as a new use for the town's swamp lands. Farmers began growing cranberries in the 1870s, and by 1900 it was Carver's farmers who raised a fifth of all cranberries grown in the United States

Money from the iron helped the community to grow, as evidenced by several mansions still in existence in the town. Also located in Carver is Savery Avenue, the first divided highway in America, which was opened to the public in 1860.

By the 1940s the cranberry harvest was the largest in the world, and today it is still a major business in town. There are 13,000 acres of land dedicated to cranberry farming in Massachusetts. Thirty-six percent or 1,700 acres are in Carver. Approximately 50% of the Town is dedicated to some aspects of cranberry production.

Carver also has two notable tourist attractions. Edaville Railroad is a narrow-gauge railroad attraction which opened in 1949. It has long been a family tourist attraction, especially for its festival of lights around Christmastime. The town is also the site of King Richard's Faire, a re-creation of a 16th-century English fair which is open on weekends throughout September and October.

There are 4,695 households, out of which 89.3% are owner occupied. As of July 1, 2022, 93.9% of Carver's population holds a high school degree or higher, 25.5% a bachelor's degree or higher, and 18.3% were under the age of 18 and 21.8% were over the age of 65. The average household size was 2.80 and the average family size was 2.48.*

Town Administrator ~ Town of Carver

About the Position

Carver's Town Administrator must be a professional with integrity able to work and prosper in the New England municipal management environment. Success requires the Town Administrator to be able to develop strong relationships with many citizen volunteers, appointed officials, business leaders, community organizations, an active citizenry, a hard working and respected professional staff, and an elected governing board eager to work with a collegial, inclusive, and resilient leader. Carver's next Town Administrator will be working with diverse groups with divergent views and opinions. An open communicator, accessible, committed to transparency and unafraid to be vulnerable in their working with the Carver folks will find professional success. A top down leader is not a successful leadership model in Carver. They must be able to facilitate honest and respectful discussion between various constituencies when dealing with difficult and challenging issues as they arise. Paradoxically, the Town Administrator must be unafraid to stake out a position, strategic direction or recommendation knowing that the privilege in the work is being given the freedom to advise and the trust to implement even if the final outcome is not what was recommended.

Carver's rich agricultural past, present and future is a source of pride for residents. It is a culture that permeates throughout the community even though Carver is a residential community with handsome neighborhoods, great schools and municipal services, lakes and ponds. Cranberry farming and processing remain important industries that add vibrancy, excitement, and ambiance especially during harvest. Cranberry harvest, the Edaville Railroad, a narrow-gauge railroad attraction, and King Richard's Faire, a recreation of a 16th English fair (held weekends end of August through October) attract families and other visitors creating a vibrancy in town the belies its size.

Carver is a desirable and affordable community in which to raise a family. This and its high performing educational system and municipal services has contributed to some modest but consistent growth. Carver has a long tradition of strong financial planning and conservative budgeting all the while producing a competitive affordable residential real estate tax bill. The largest real estate tax base comes from residential property. The citizens, elected and appointed leaders are proud of their fiscal discipline and their ability to provide high quality, top notch services. Carver's next Town Administrator

Town Administrator ~ Town of Carver

will need to jealously guard this fiscal value.

The rating agencies recognize the Town's prudent fiscal planning, conservative management with its low debt burden, manageable pension and OPEB obligations. Carver has carefully crafted a cash reserve strategy that has and will continue to serve it and its residential tax rate well. The next Town Administrator must sustain and build upon this effort ensuring the undesignated fund balance, stabilization account, free cash and capital and debt stabilization fund balances are maintained while developing a coherent, practical and effective strategy for their use. Such an effort will require facilitation skill, patience, flexibility, and persistence.

Carver's next Town Administrator will inherit an able, experienced, and dedicated professional staff. Staffing levels are generally below comparable communities. Getting more with less is not a cliché in Carver. It is an operational fact that the next Administrator will need to maintain. Consequently, turnover can challenge the performance of the best run departments. Effective recruitment requires planning, anticipation, and strategic thinking. The Carver Fire Department operates with just four full-time employees while relying on eighty call firefighters for effective performance. Call Departments are an aberration in eastern Massachusetts. Carver is fortunate to be able to maintain this proud and generous community tradition. Maintaining the tradition will be a challenge requiring the Town Administrator to work closely with the Fire Chief. The Emergency Medical Services provide para-medical ambulance services relying on two full-time and per-diem paramedics running two ambulances. The Police and Operation and Maintenance Departments staffed minimally are responsible for protecting a wide and expansive community.

Schools are a community priority in Carver. The School Superintendent and past Town Administrators have built a strong, positive, and collaborative working relationship that has served Carver well. The community expects this effective partnership/relationship to

Federal Census Data

Population: 11,641. Under Age 18: 18.3% Over 65: 21.8% White: 90.8% Black/African American: 0.1% Two or More Races: 6.9% Hispanic: 2.2% Total Households: 4,695 Average People per Household: 2.48 Population per Square Mile: 312.1 Median Family Income: \$69,629 Persons in Poverty: 7.4%

Town Administrator ~ Town of Carver

The successful Carver Town Administrator will be a team builder, a collaborator, a secure leader capable of successfully engaging the staff, the Town's various committees, and the community's diverse and complex interests in their work. The Town Administrator must have a reputation of operating with the highest personal and professional integrity. The Town Administrator is expected to be an effective communicator, capable of making concise, clear, accessible, and convincing presentations in writing and when speaking with the public.

Maintaining and enhancing the Town's strong financial position will require strategic, careful, and creative economic development. Any successful effort must not compromise Carver's special agricultural and residential aesthetics. Accomplishing this requires a Town Administrator experienced with successful outcomes in economic development.

Carver is a community with its own unique culture in regards to its civic personality as well as its agricultural and residential mix. Its next Town Administrator will need to celebrate this, and enhance it, not change it. The Town Administrator must be seen by the community as acting without favor. An ability to listen actively, act professionally, and respect, honor and celebrate the work of volunteers will position Carver's next Town Administrator well during their tenure.

The Town Administrator must possess certain qualities to be successful. A strong team of department heads need to be encouraged, respected, and nurtured. Delegating and communicating effectively, to identify problems early and empower staff to solve them, and recognizing and displaying superior performance by all involved will ensure employee support.

The Town Administrator plays a significant role negotiating and administering the Town's labor collective bargaining. The Town Administrator must be an effective negotiator with demonstrate skill and success managing collective bargaining agreements.



Town Administrator ~ Town of Carver

Current Issues for the Town Administrator

Community Outreach

The next Town Administrator will need to assist the Select Board in developing strategies for community outreach. The Carver community is invested in their Town. Citizen involvement can always be better regardless of how active citizens are. Carver's citizens are engaged. Some citizens may not be able to volunteer or participate regularly in their Town government. However, their inability to participate does not mean they are not paying attention. Carver's next Town Administrator must always anticipate that some major outreach is necessary for most decision making.

Economic Development

Maintaining and enhancing the Town's strong financial position will require strategic, careful, and creative economic development. Any successful effort must not compromise Carver's special agricultural and residential aesthetics. Accomplishing this requires a Town Administrator experienced with successful outcomes in economic development.

North Carver is the area where most development is anticipated. The Town Administrator will need to develop a strong working partnership with the North Carver Water

District (NCWD). The NCWD distribution system is limited. Its indigenous water supply is currently compromised (not permanently) requiring bulk water purchases from the Town of Middleborough. The District is a creature of Carver's Town Meeting and when created was designed to operate at a loss. NCWD's temporary loss of its indigenous water supply and reliance on Middleborough for water has exasperated the District's financial structure. Although the District is an independent agency, the current challenge is not going to be resolved without some strong leadership and partnership from the Town and its Town Administrator.

Select Board Effectiveness

The next Town Administrator will need to assist a talented Board in developing consensus, strategic direction, and community outreach. The Board needs a leader who can develop inclusive systems to enhance their policy making role. The Town and its leadership Board is looking for a leader/manager who can assist them in producing results. The Town faces many challenges in its next five years. The Town Administrator must be adept at bringing all interests together to help ensure the Town sees results. Process and systems must be developed that empowers the Select Board while at the same time allows the Town Administrator to effectively, manage the workload of the professional staff. Communication systems must be developed that ensures all of the Select Board members

Town Administrator ~ Town of Carver

receive all the information requested in a way that allows the Town Administrator to manage staff workload and expectations.

Transition Planning

Carver professional staff are dedicated, able and knowledgeable. Several senior staff members plan to retire within the next three to five years. A focused and deliberate strategy needs to be implemented so that practices, procedures and institutional memory is preserved. Carver has very few middle managers. All transition planning will need to be led by the Town Administrator in partnership with staff.

Staffing levels in all departments are significantly lower in Carver by design than in comparable communities. Turnover in personnel can challenge service delivery. Developing an efficient, effective, and inclusive recruitment process will help sustain service levels while minimizing use of unanticipated overtime.

Public Safety

Carver employs a unique and effective strategy in staffing its Police, Fire and Emergency Medical efforts. The staffing strategies, developed over the years, work and are embraced, admired, and respected by the community. Carver's next Town

Administrator will need to maintain and enhance the current structure utilized by Carver in the delivery of its public safety services. The Town

Administrator will need to embrace the role of servant/leader in working with the chiefs within the public safety umbrella ensuring that the chiefs receive the support needed and that their initiatives are implemented.

Team Building

Connecting the work of the organization to the goals of the Select Board, and the Town's many other committees is a critical priority. Carver has a competent and able staff where doing more with less is an operational ethos. Carver's next leader needs to be a communicator, a collaborator who understands that the way to get the work done is to involve all interests when planning and implementing.

It will be important for the Town Administrator to be clear in communicating the role and limitations of the staff within the Town Administrator's Office. Systems will need to be developed that empowers Office staff to provide guidance, feedback and direction and ensure that the final product will receive a timely

Town Administrator - Town of Carver

review by a decision maker.

Infrastructure and Planning

Carver has done a great job maintaining and investing in its building infrastructure. Many but not all of its facilities have received significant investment. The Emergency Medical Services facility operates at capacity. The Senior Center is isolated, unable to adequately serve its clientele and the building, and its systems are challenged.

The Operations and Maintenance Department maintains over one hundred fifty miles of roadway, three cemeteries, fifteen buildings, and six recreational parks. Chapter 90 helps road investment management, and a staff of sixteen does wonders maintaining the Town's physical assets. The Town Administrator will need to work closely with the Director of Operations and Maintenance to ensure there is continued support for the department's success.

Carver Schools

The Carver community is proud of their schools. That pride is evident in its financial commitment to the education operating budget. The School and Town administrations have made significant investments in each other. Over the past five years, the Town/Gown relationship has

grown strong and each entity works inclusively and collaboratively with each other. Both School and Town officials are proud of the relationship and expect that the next Town Administrator will do everything possible to maintain and enhance it

Environment

Much of what makes Carver is its location, proximity to a diverse offering of urban, rural, and recreational locations. Growth is inevitable. However, what makes Carver a special residential community is its agricultural heritage and personality. Carver ceases to be Carver without its cranberry farming and production. Carver's next Town Administrator must work to protect and enhance the Town's cranberry culture while ensuring that it remains current and an attractive community to live, work and recreate.

*liberally borrowed from Wikipedia, US Census, others



AGENDA ITEM #15
MARCH 25, 2024

**REVISIT DISCUSSION ON DOG HEARING FOR 40 CLARK
SHORES ROAD – ALISHA TETREAULT**

At the last meeting, the Board asked to put this on for discussion to ensure that all the Board's requirements have been met.

The Animal Control Officer and Member Fabian have visited the site and will update.