

PROPOSAL FOR SERVICES

I. Approach and Plan for Performing Services

It is a challenging period in municipal management recruitment with a growing number of retiring current managers providing increased opportunities, fewer individuals entering the profession, and many individuals opting to remain in secure positions. The result of these forces is smaller candidate pools for municipalities.

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

The recruitment and selection process require an understanding and knowledge of the candidate pool, aggressive outreach, citizen engagement and participation, and a nimble and creative approach to finding and choosing the “right” individual for the community. The approach that would be utilized as described herein, along with the already described experience and knowledge will work in finding the best Town Manager for the Town of Hamilton. The following is a description of the process that will be utilized by the Consultant:

Preparation

1. Initial Consultation with the Board of Selectmen and Screening Committee

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

2. Supporting Information and Community Consultation

It is generally helpful to gather the views of Department Heads and other key town officials that will have regular interaction with the Town Manager. These will be obtained through a roundtable discussion with the consultant with follow-up information gathering with individual staff as deemed necessary. It has also been proven useful to have a community forum to ascertain the thoughts of residents and businesses as to the qualities that would be beneficial for the next Town Manager to possess. Community Paradigm has utilized such input sessions with success in most of its executive recruiting projects. It is anticipated that these two information-gathering sessions would be held during the course of one day.

3. Job Description

The Consultant would review the existing job description for the Town Manager and update as needed based upon discussions with Town personnel and the Board of Selectmen, and any more current legal requirements applicable to the position.

4. Preparation of Position Profile/Recruiting Brochure

The Consultant would assist in developing the required professional qualifications and recommended compensation package for the Town Manager position based in part by the updated job description. The information gathered from the Board of Selectmen, Department Heads and town officials, and community input sessions would complete the development of the position profile. A community profile will also be developed with the position profile in order to create a Recruiting Brochure that will provide possible candidates a full understanding of the Town and its current issues, the statutory responsibilities of the Town Manager position, and the expectations of the Board and other members of the community.

The Board will be asked to endorse or amend this Profile, and in Executive Session discuss and decide parameters of a compensation and benefits package. Specifics related to this package are held to be confidential as they will be part of negotiations with the final candidate.

5. Advertisements and Active Recruitment of Candidates

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

However, the most important activity in recruiting is conducting targeted outreach to prospective, qualified candidates. This activity is imperative, as many qualified candidates do not respond to advertisements for various reasons. In particular, in highly visible positions, such as municipal managers, there is some concern about premature public disclosure of candidates, which could impact existing positions. A consultant-initiated contact can ease such concerns and expand the pool of candidates. The Consultant will conduct outreach by utilizing:

- Our MMA professional network;
- Our ICMA professional network;
- A professional academic network at Suffolk's MPA program;
- Our professional and alumni networks.

Review of Applicants

6. Receipt of Résumés

Applications and résumés should be sent directly to Community Paradigm Associates in order to maintain confidentiality of each inquiry and application. This will ensure the greatest number of qualified candidates. Any résumés sent to the Town, the Screening Committee, or the Board of Selectmen should be forwarded to the Consultant. All résumés need to be acknowledged by the Consultant.

7. Initial Review of Résumés

The Consultant will review all résumés to determine those which meet the Town's criteria as set forth in the parameters voted by the Board of Selectmen. Those that do not meet minimum criteria will be screened out from direct referral to the Screening Committee but will be made available upon request.

8. Screening Process: Review of Résumés and Assessment

The Consultant, summarizing each qualified applicant's experience, education and other notable information, will prepare a confidential assessment of the remaining qualified candidates. This information will be reviewed with the Screening Committee on a confidential basis, as will advisement by the Consultant as to which candidates are the most qualified. These reviews will occur in executive session and, with the advice of the Consultant, the Screening Committee will select the candidates to be interviewed in executive session.

Initial Interviews

9. Screening Committee Interviews

It is recommended that the Screening Committee personally interview 7-9 candidates. Interviews would be expected to last 60-75 minutes. The Consultant will assist the Screening Committee with the interview process. This will include the notifications to candidates and scheduling of interviews as well as assisting the Committee with the interviews including methods of interviews, possible questions, and evaluating responses, etc.

The Committee should only interview candidates once as second interviews are generally required to occur in public session; and public interviews of candidates prior to being named a finalist could have a chilling effect upon applicants/candidates.

10. Selection of Finalists

At the completion of the initial interviews the Committee will need to determine which three (3) or four (4) candidates should be forwarded to the Board of Selectmen as finalists. These finalists should NOT be ranked in any way as it can bias the process. Instead, a short description of the candidate can be prepared to accompany the finalists' résumés.

11. Reference and Background Review

The Consultant will obtain written authorization from each of the finalists acknowledging a desire to continue through the process and allowing for the Consultant to contact the finalists' provided professional references and conduct CORI checks as applicable. This process protects the finalists' confidentiality and the Town and its Screening Committee and Board of Selectmen from any charge of violation of privacy.

12. Referral of Finalists

Upon completion of the Reference and Background review, the Consultant will meet again with the Screening Committee, as needed, for final referral of finalist names to the Board of Selectmen. This step will allow for any modification to the chosen finalists if notable information is gathered during the background review. The Committee will take the final votes and publicly announce the finalists to the Board of Selectmen.

Board of Selectmen Selection

13. Finalist Interviews

The Consultant will assist the Board of Selectmen with the interview process including preparation, scheduling of interviews, etc. The Board may choose to conduct two interviews, the first involving a preliminary introduction and review of credentials and experience; and a second meeting that follows time spent with members of the community and staff. The second interview could focus upon management style and thoughts and ideas regarding Hamilton.

14. Community and Staff Meetings

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

15. Selection

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

16. Contract Negotiation

The Board of Selectmen can handle the process of negotiating an employment agreement directly or through the use of Town Counsel. The Consultant will assist with this process and can provide some valuable guidance in reaching a mutually beneficial agreement. It is strongly recommended that Town Counsel review an employment contract before execution. This should be done for the initial agreement and any future agreements in which language is modified.

II. Recommended Timetable

Presuming May 1, 2018 start date:

| Dates | Actions |
|------------------------------|---|
| May 1 – May 21 | Information gathering with Screening Committee, Board of Selectmen, Department heads, and community; Position profile and advertisement created, reviewed and approved. |
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| May 22 – June 15 | Position advertisements placed; Active recruitment. |
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| June 15 – June 18 | Initial Screenings, including preliminary background reviews. |
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| Week of June 18 | Meet with Screening Committee with 8-12 semi-finalist names. |
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| Weeks of June 25 & July 2 | Semi-finalist interviews with Screening Committee. |
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| Week of July 9 | Background reviews and additional reference checks. |
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| Week of July 16 | Names of 3-4 Finalists submitted to Board of Selectmen. |
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| Week of July 23 | Finalist interviews with Board of Selectmen. (Dates and Consultant involvement subject to the agreement of the Board of Selectmen.) |
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| July 30 – August 6 | Position offer and Contract Negotiations. |
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| August 6 – August 13 | Town Manager Contract Signed. |
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COMMUNITY PARADIGM ASSOCIATES, LLC

FIRM PROFILE

Community Paradigm Associates, LLC, established in 2014, is a multi-dimensional organization focusing on governmental, nonprofit, community, and business concerns. It develops transformational initiatives and innovative solutions designed to enhance the dynamics of communities. Its Principal and Associates draw upon their extensive government, academic, and private sector experience to provide the answers clients need to effectively and efficiently manage their organizations.

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

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

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

Senior Associate Rocco Longo has devoted his career to local government, including 46 years working in the municipal sector with 34 of those years as a municipal manager. He served as the Chief Administrative Officer in the towns of Billerica, Marshfield, Duxbury, and Northborough in Massachusetts as well as in the City of Wellsburg in West Virginia. Mr. Longo has extensive experience in strategic planning, organizational development, team building, financial management, budgeting, collective bargaining, and personnel management. He directed major construction projects, including a

library, senior center, seawall, and ball fields as well as substantial reconstruction of school buildings. Mr. Longo was responsible for budgets of up to \$120 million and for organizations with as many as 550 employees. He served on both the Massachusetts Municipal Association Board of Directors and the Massachusetts Municipal Managers Association Executive Board for two terms. Mr. Longo holds a Master in Public Administration from West Virginia University and a bachelor's degree in Political Science from Salem College.

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

Associate Shanna Weitz is a Ph.D. candidate in Government at Harvard University where she is also a Bok Writing Fellow. She specializes in urban politics and survey research. She also works as a researcher and teaching assistant at Harvard University. She previously worked for a communications firm in Washington, D.C., and in the district office of U.S. Representative Niki Tsongas. Ms. Weitz earned a Master of Arts degree in Political Science from Harvard University and a Bachelor of Arts degree with honors in International Studies from Johns Hopkins University.

Associate Sam Gonyea is a candidate for a Juris Doctor/Master of Public Administration at Suffolk University. He specializes in contract law, budgeting, and research. He previously worked as an intern at the Suffolk County District Attorney's Office, as a law clerk at a Boston law firm, and as an intern at Massachusetts Superior Court. Mr. Gonyea earned a Bachelor of Arts degree in Political Science from Fitchburg State University.

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

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

Client List:

- **Executive Recruitment**

- Town of Winchendon: Town Manager (2015)
- Town of Amherst: Town Manager (2016)
- Town of Wellesley: Executive Director (2016)
- Merrimack Valley Planning Commission: Executive Director (2016)
- Town of Scituate: Sewer Superintendent (2017)
- Town of Shrewsbury: Town Manager (2017)
- Massachusetts Police Accreditation Commission: Field Operations Program Manager (2017)
- MassPort CAC: Executive Director (Ongoing)
- Town of Leicester: Town Administrator (2017)
- Town of Norfolk: Town Planner (2017)
- Town of Plympton: Town Administrator (2017)
- Town of Salem, N.H.: Town Manager (2017)
- Town of Norwood: General Manager (2017)
- Town of Lynnfield: Town Administrator (2017)
- Town of Natick: Town Administrator (2018)
- Town of Ipswich: Town Manager (2018)
- Town of Boxborough: Town Administrator (Ongoing)
- Town of Avon: Town Administrator (Ongoing)
- Town of Weston: Town Manager (Ongoing)
- Town of Wayland: Town Administrator (Ongoing)

- **Public Management Projects**

- Town of Longmeadow: Selectmen/Town Manager Roles and Responsibilities and Setting of Joint Goals and Objectives
- Town of Southampton: Government Study and Charter Development
- Town of Winchendon: Personnel System
- Town of Millis: Budget Improvement Project
- Town of Framingham: Downtown Re-Development
- Town of Ashburnham: Risk Assessment Project
- Town of Sharon: Operational Review of Health Department
- Town of Adams and Cheshire: Facilitation with Adams/Cheshire Regional School District
- Town of Westminster: Government Study Project
- Town of Shrewsbury: Organizational Assessment Project
- Massachusetts Municipal Management Association: 2018 Strategic Plan
- Town of Winchendon: Interim Town Manager

- **Private Sector Projects**

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