



Fairhaven Board of Selectmen

June 9, 2015 Meeting Minutes

Present: Chairman Geoffrey Haworth, Vice Chairman Charles K. Murphy, Sr., Clerk Robert J. Espindola, Executive Secretary Jeffrey Osuch, and Administrative Assistant Anne Kakley.

Chairman Geoffrey Haworth called the meeting to order in the Town Hall Banquet Room at 6:35 p.m. The meeting was audio recorded by the Selectmen's Office and video recorded and telecast by the Government Access channel.

CURTIS LOPES

The Board started the meeting with a moment of silence for Curtis Lopes, a long time resident who was active in Town and civic groups.

MINUTES

- Mr. Murphy motioned to approve the minutes of the **May 26, 2015** meeting, **open** session. Mr. Espindola seconded. Vote was unanimous. (3-0).
- Mr. Murphy motioned to approve the minutes of the **May 26, 2015** meeting, **executive** session. Mr. Espindola seconded. Vote was unanimous. (3-0).
- Mr. Murphy motioned to release the Executive Session minutes of the **December 9, 2014** meeting, as redacted. Mr. Espindola seconded. Vote was unanimous. (3-0).

EXECUTIVE SECRETARY'S REPORT

In his report, Mr. Osuch updated the Selectmen on the following meetings and events:

- Wednesday, **June 10**
 - 9:00 a.m. – Union Wharf job meeting
 - 6:30 p.m. – Commission on Disability – Senior Center
- Thursday, **June 11**
 - 7:00 p.m. – Finance Committee meeting
- Wednesday, **June 17**
 - 12:00 p.m. – Manager's Meeting – Fairhaven hosting
 - 12:00 to 5:30 p.m. – BC/BS Health Fair
 - Stop Loss Insurance bids due
 - 3:00 p.m. – Pre-construction meeting for Town Hall sidewalks with LAL

- Thursday, June 18
 - 8:00 to 9:30 a.m. – Forum meeting – BBC – New Bedford
- Sunday, **June 21**
 - Father’s Day Road Race
- Monday, **June 22**
 - 6:30 p.m. – Selectmen’s Meeting – West Island

CONTRACT AMENDMENT – WILLIAM ROTH

Mr. Murphy motioned to approve a contract amendment with Town Planner William Roth. See Attachment A. Mr. Espindola seconded. Vote was unanimous. (3-0).

EVERSOURCE PERMITS

Mr. Murphy motioned to approve Eversource gas permits for Eddy Street, Green Street, Alden Road, 90 Middle Street, 16 Jarvis Ave and Phoenix Street (all previously approved by the BPW). Mr. Espindola seconded. Vote was unanimous. (3-0).

COMMUNITY PRESERVATION COMMITTEE APPOINTMENT

The Board reviewed a letter from Patricia Pacella, expressing interest in the Selectmen’s representative vacancy on the Community Preservation Committee. The Board supported Ms. Pacella, who has been active on other boards and committees in the past. Mr. Murphy motioned to appoint Ms. Pacella to the Selectmen’s representative on the Community Preservation Committee. Mr. Espindola seconded. Vote was unanimous. (3-0).

SUMMER SCHEDULE

Mr. Murphy motioned to set the following schedule for the summer months:

- July 6, 2015
- July 20, 2015
- August 3, 2015
- August 19, 2015 (7pm start time)
- August 31, 2015
- September 14, 2015
- September 28, 2015
- August 6, 2015 (Open House – Boards and Committees)

Mr. Espindola seconded. Vote was unanimous. (3-0).

LAL AGREEMENT – BRICK SIDEWALKS

The Board reviewed an agreement with LAL Construction to replace/repair the brick sidewalks at Town Hall on William Street, Walnut Street and Center Street and the Center Street portion in front of the Millicent Library. Mr. Murphy motioned to approve the contract for \$231,295 with LAL Construction. Mr. Espindola seconded. Vote was unanimous. (3-0).

EPA LAND ACCESS AGREEMENT

The Board reviewed an agreement from the EPA for access along the Acushnet River for water sampling related to contamination cleaning efforts. Mr. Murphy motioned to approve the agreement and authorize the Chairman to sign. Mr. Espindola seconded. Vote was unanimous. (3-0).

RESIGNATION

The Board read letters from Thomas Alden, who was resigning from the Rogers-Oxford Study Committee and the Registrar of Voters, as a result of his appointment to the Finance Committee. The Board announced the vacancy to the Registrar of Voters for one registered Republican.

TOWN HALL AUDITORIUM USE

The Board reviewed a request from Children's Librarian Jane Murphy to use the Town Hall Auditorium for an event on June 25 and a back up to the Teddy Bear Parade on August 5. Mr. Murphy motioned to approve the auditorium use for the aforementioned two dates. Mr. Espindola seconded. Vote was unanimous. (3-0).

COMMUNITY AGGREGATION OF ENERGY – OFFICIAL DESIGNATION

The Board reviewed a memo from Ross Perry of SRPEDD requesting the Town to designate an official to represent the Town in continued efforts with the DOER related to the Good Energy community electricity aggregation project. Mr. Murphy motioned to designate Mr. Espindola to be the liaison. Mr. Espindola seconded. Vote was unanimous. (3-0).

FIA SUMMER CONCERT SERIES

The Board reviewed a letter from Sheryl Aguiar, Corresponding Secretary for the Fairhaven Improvement Association, requesting use of the Town Hall on July 9, July 16, July 23, July 30 and August 6, for the 7:00 p.m. free concerts on the steps of the Town Hall, with request to use the auditorium in inclement weather. Mr. Murphy motioned to approve the request. Mr. Espindola seconded. Vote was unanimous. (3-0).

CDBG CONTRACT EXTENSION

The Board reviewed a CDBG13 program extension. The new proposed end date for funding is September 30, 2015. Mr. Murphy motioned to approve the CDBG13 contract extension as requested. Mr. Espindola seconded. Vote was unanimous. (3-0).

MASSDOT TREE TRIMMING

The Board reviewed a notice from the Massachusetts Department of Transportation notifying the Town that there would be three weeks of tree trimming along Route 6 in Fairhaven starting on June 3, 2015.

JAUNNA ADESSO – ANNIVERSARY DATE

The Board reviewed a memo from Police Executive Secretary Jaunna Adesso stating that her anniversary date, and any associated retroactive pay, should be shifted from March 7, 2014 (when the Board of Selectmen voted to reclassify her position) to February 12, 2014 (when Town Meeting voted to approve the appropriation).

Chief Michael Myers was present. He said that discussion by the Personnel Board had reflected the intention of making the reclassification for Ms. Adesso's position to be retroactively effective to the Town Meeting vote. Mr. Murphy suggested that the Board table a discussion or decision on the matter, pending minutes of the Personnel Board meeting in question.

SPRING STREET AUTO – LICENSE HEARING

At 7:04 p.m., the Chairman opened a hearing for Spring Street Auto for the Board of Selectmen, as the licensing authority, to consider suspension or revocation of Spring Street Auto's auto dealership and auto repair licenses, based on the following alleged violations:

1. The number of vehicles on the licensed premises exceeds the number allowed under the licenses
2. An unpermitted spray painting facility is being operated on the licensed premises
3. The licensed businesses are being operated by someone else
4. The failure to keep a record book on the premises as required by G.L.c.140§62
5. The storage of (and personal use of) automobiles which are subject to used car dealer's license on premises other than the licensed premises, and on the public way

Present were owners/operators of Dussault Auto Sales and Spring Street Garage, Richard and Carol Dussault. Town Counsel Thomas Crotty was also present. The following documents were entered as evidence into the official record as a part of the hearing:

1. A video of the May 5, 2015 inspection of Spring Street Auto (Attachment A)
2. A letter dated May 15, 2015 from the Board of Selectmen to Richard and Carol Dussault "Notice of Hearing" (Attachment B)
3. A Certificate of Organization for Dussault Auto Sales, LLC (Attachment C)

4. The 2015 Town Class II Used Car Dealer's License for Dussault Auto Sales, Renewal affidavit, Worker's Compensation insurance affidavit and CNA Western Surety bond for Dussault Auto Sales (Attachment D)
5. The 2015 Town Class IV Auto Repair license for Spring Street Garage, Car Repair renewal affidavit and Fire Inspection Report (Attachment E)
6. Stipulation amendment on Repair License, minutes excerpt from the January 6, 2014 meeting of the Board of Selectmen (Attachment F)
7. Tear sheet from spray booth catalog supplied by Ms. Dussault of the spray booth she claimed they were intending to purchase. (Attachment G)
8. Email copy from Jack Siderwicz of Mass DEP to Richard Dussault re: VOC emissions. (Attachment H)
9. Worker's Compensation coverage for Spring Street Garage naming Joel Brown as holder (Attachment I)
10. Narrative from Police Chief Michael Myers detailing the May 5, 2015 inspection (Attachment J)
11. Pictures of the dealership taken the day of the inspection, provided by Mr. Haworth (Attachment K)
12. Pictures of the dealership taken prior to the inspection, provided by Mr. Haworth (Attachment L)
13. Business card of Jack Siderwicz and Gerry Podlisny of the MassDEP (Attachment M)
14. Petition from the residents of McGann Terrace (Attachment N)
15. Copy of G.L. 140 Section 66 – law requiring record books be kept on premises (Attachment O)

Atty. Crotty indicated he would call Police Chief Michael Myers and Selectman Geoffrey Haworth, both present at the May 5, 2015 inspection, to serve as witnesses.

Atty. Crotty swore in Chief Myers. Chief Myers indicated that when he arrived at 99 Spring Street (Spring Street Garage) on May 5, 2015, he was with several officers from his department, Building Commissioner Wayne Fostin and Selectman Haworth. They asked to see the owner/manager. Workers on site indicated Joel Brown was the owner/manager. Atty. Crotty asked if Mr. Brown was licensed for repair and maintenance. Chief Myers answered he did not know. Chief Myers said that shortly after their arrival, Mr. Dussault arrived on scene. All workers present stated that they work for Joel Brown. Atty. Crotty asked Chief Myers if they inspected the property. Chief Myers confirmed that they did. He said that there were 17 vehicles counted in the front, some for scrap; most of the vehicles lined on the west side of the property were for scrap with four vehicles inside, with a total of 51 vehicles counted on site. When they arrived on scene, someone inside was spray painting, he said.

Atty. Crotty asked Chief Myers if he requested the record book. Chief Myers stated that Selectmen Haworth requested the sales/inventory record book. Atty. Crotty asked if the book was on the premises. Chief Myers stated it was not on premises but at the Dussaults' home on Evergreen Street. When it was requested, Carol Dussault drove it to the premises, said Chief Myers.

In response to Chief Myers' testimony, Atty. Crotty allowed the Dussaults to ask questions or rebuke. Ms. Dussault stated that she had brought the book home to do paperwork. When she brought it to the premises, she said that it was current to the date and matched all their inventory and sales records. Mr. Dussault indicated that he had offered to compile a list of inventory for Mr. Haworth when they arrived on site and Mr. Haworth declined the offer.

Mr. Haworth was sworn in by Atty. Crotty. Mr. Haworth described the area of 99 Spring Street as residential with a school in close proximity. He indicated that he was present for the inspection on May 5, 2015 with the Building Commissioner. He stated that all the workers present on site identified Joel Brown as their boss. He stated that Joel Brown carries worker's compensation insurance for Spring Street Garage. Mr. Haworth stated that Mr. Brown was not present at the inspection and that most of the vehicles on site were in "severe disrepair". He stated that there were 17 vehicles in front, four in the building and 30 in back. He further stated that both Mr. and Ms. Dussault arrived on the site in vehicles with dealer plates. He stated it was not immediately apparent which vehicles were for sale on site. Atty. Crotty asked if the location has a Class III Salvage license. Mr. Haworth stated it did not. Atty. Crotty asked Mr. Haworth if Mr. Brown was licensed to operate the facility. Mr. Haworth stated he was not licensed.

Mr. Murphy asked what the legal ramifications of having Mr. Brown operate a car repair/dealership in Fairhaven without a license. Atty. Crotty stated that you could not revoke a non-existing license, which would prompt court action if they took steps to stop the operation.

Mr. Haworth stated that when he asked for the sales records, Mr. Dussault was uncooperative.

Atty. Crotty gave Mr. and Ms. Dussault a chance to respond or rebuke. Mr. Dussault stated that he had been cooperative and in compliance.

Mr. Haworth said that there were four vehicles unaccounted for in the record book. He indicated that the vehicles were stored at their home on Evergreen Street. Mr. and Ms. Dussault denied that they were stored at their home. The Dussaults said that it was their right to use the dealership cars for personal use as long as dealer's plates are on the vehicles at all times.

The Chairman opened the meeting to public comment.

David DuPont was recognized by the Chairman. Mr. DuPont said that Spring Street Garage was operating past its posted hours of 9:00 p.m. and that there was a spray paint smell coming from the location, despite the fact that it is not licensed for spray painting. Atty. Crotty stated that the hours of operation were not relative to the current hearing.

Eileen Callinan was recognized by the Chairman. Ms. Callinan said that she sees vehicles deposited to the property and that they are often junked or scrapped. She stated that the vehicles delivered there often are not for repair or sale.

Atty. Crotty asked the Dussaults if they were represented by an attorney. They were not. He asked if they wished to call forth their own witnesses. They did not.

Mr. Dussault gave an overview to Spring Street Garage and the changes that have taken place over the years, including restoration work to the garage and working with neighbors. Mr. Dussault claimed that the complaints were coming from Mr. Haworth, and he claimed Mr. Haworth filed a complaint with the DEP regarding alleged spray painting and fumes coming from the premises. Mr. Dussault claimed when the DEP representatives arrived on scene, they did not see evidence of spray painting or detect an odor. He stated that they will spray bond primer on the vehicles but that the actual coats and finishes are completed at a separate location in New Bedford.

Mr. Dussault called the inspection of May 5 a “raid” and claimed that Mr. Haworth was using his power as a Selectman to call the Police to his Spring Street Garage location repeatedly. He said that they were in the process of installing their own spray booth at 99 Spring Street and that it had been approved by both the Fire Department and the DEP.

Atty. Crotty asked Mr. Dussault what Joel Brown’s relationship was to him. Mr. Dussault stated that Mr. Brown was his employee. Atty. Crotty asked how Mr. Brown was paid. Mr. Dussault said that he was paid by the job. Mr. Crotty asked if they had payroll records readily available. Mr. Dussault stated that he had not been told to bring them to the hearing. Atty. Crotty asked what Mr. Brown’s title was. Mr. Dussault answered that he was the manager of the shop. Atty. Crotty asked how Mr. Brown received payment – whether it was Spring Street Garage paying him, if he had a payroll ledger, tax/FICA/SSI withholdings, etc. Mr. Dussault stated that there were no withholdings and Mr. Brown is an independent contractor. Atty. Crotty asked about the other employees. Mr. Dussault stated that he does not pay those employees; they are paid by Mr. Brown.

Atty. Crotty asked why there were more than the licensed 10 cars parked in front of the garage; he said that there are 15 vehicles allowed at the rear of the property and Mr. Dussault had 17. Further, he said that the Chief’s statement indicated that there were 51 vehicles total on site, but the license allows a maximum of 32. Mr. Dussault claimed that the overage included privately owned vehicles.

Mr. Murphy asked Atty. Crotty if Mr. Brown should have a license. Atty. Crotty said that it was not clear who was running the garage. Mr. Murphy asked Mr. Dussault what he would be willing to do to improve the location for the abutters. Mr. Dussault said that the complaints related to sound were new to him and that he would attempt to clean the rear of the property to appease the abutters.

Atty. Crotty asked the Board and the Dussaults if there were any additional witnesses to call forward. There were none.

Mr. Haworth asked the Dussaults to identify the two DEP employees that visited the site and asked for a copy of their inspection report. Mr. Dussault had no documentation related to the inspection. Mr. Haworth asked for copies of repair orders for the work that the Dussaults alleged was taking place off premises. Ms. Dussault said that she did not have copies immediately available.

At 8:55 p.m., Mr. Murphy motioned to close the public comment portion of the hearing. Mr. Espindola seconded. Vote was unanimous. (3-0).

Mr. Murphy motioned to continue the hearing to July 6, 2015 at 7:00 p.m. Mr. Espindola seconded. Vote was unanimous. (3-0).

COLLINS CENTER – TOWN ADMINISTRATOR RECRUITMENT

At 9:00 p.m., the Board met with Richard Kobayashi of the UMass Boston Collins Center for Public Policy to discuss his firm's proposal for assisting the Town in the recruitment of a Town Administrator.

Mr. Kobayashi gave an overview of his firm's approach to the recruitment of public administrators. He asked if the Town still intended to use a screening committee in the process of selecting candidates. The Board indicated that was still the intention. Mr. Kobayashi said that the Collins Center will work with the community to create a profile of the community and ask the Board to approve the profile before using it in the vetting process. He recommended a screening committee of five to seven individuals who will mirror the values of the appointing authority. He said that he would not recommend that the Board include the exiting Executive Secretary/Town Administrator on said screening committee. In the event of a failed Town Administrator appointment, Mr. Kobayashi said that the Collins Center had no guarantee, but that if the failed appointment was the fault of the Collins Center they would "go in and fix it". Mr. Kobayashi advised that the Collins Center could start on the project right away.

The Board thanked Mr. Kobayashi for his presentation. See Attachment P for the Collins Center proposal.

MUNICIPAL RESOURCES – TOWN ADMINISTRATOR RECRUITMENT

At 9:25 p.m., the Board met with Alan Gould of Municipal Resources to discuss his firm's proposal for assisting the Town in the recruitment of a Town Administrator.

Mr. Gould gave an overview of his firm's approach to the recruitment of public administrators. Municipal Resources has worked with many municipalities, including those in Maine, Pennsylvania, New Hampshire, and Massachusetts. Most locally, they have assisted in the hiring of the Executive Assistant in the Town of Dartmouth and the Portsmouth, RI, Fire and Police chiefs. He said that they prefer working with a screening committee and advised that said committee should include department heads, representatives of the business community, public figures, residents, etc. He said that he would not recommend that the Board include the exiting Executive Secretary/Town Administrator on said screening committee. Mr. Gould said that they have never had a recruitment fail in the position, but if that happened, they would perform the recruitment process again at no cost to the Town except advertising and travel costs. Mr. Gould said that his firm could start right away on the project.

The Board thanked Mr. Gould for his presentation. See Attachment Q for the Municipal Resources proposal.

GOV HR – TOWN ADMINISTRATOR RECRUITMENT

At 9:40 p.m., the Board met with JoEllen Earl of Gov HR to discuss her firm's proposal for assisting the Town in the recruitment of a Town Administrator. Ms. Earl gave an overview of her firm's approach to the recruitment of public administrators. Her work history includes time with the Town of Barnstable. Ms. Earl said that her firm was female owned and familiar with collective bargaining and Massachusetts form of government. 25 percent of her clients are repeat clients. She said that her firm thoroughly vets candidates with a background check and puts together a recruitment profile for the Town. Gov HR is currently working on recruitments for the Massachusetts towns of Williamsburg and Provincetown. Ms. Earl said that she recommended a screening committee, to be selected by the Board of Selectmen. Ms. Earl said that her firm offered a two-year warranty in the event of an unsuccessful appointment, charging only travel expenses and advertising costs to return. Ms. Earl said that her firm could begin work in about two weeks. See Attachment R for the Gov HR proposal.

MMA CONSULTING – TOWN ADMINISTRATOR RECRUITMENT

At 10:00 p.m., the Board met with Mark Morse of MMA Consulting to discuss his firm's proposal for assisting the Town in the recruitment of a Town Administrator.

Mr. Morse gave an overview of his firm's approach to the recruitment of public administrators. Mr. Morse said that MMA Consulting only performs five to six Town Administrator recruitments per year because the work is labor intensive and they try not to exhaust their pool of candidates. Mr. Morse also recommended a screening committee, and recommended keeping that committee small with seated officials and residents. Mr. Morse said that he has never been involved in a failed appointment, but if it happened within the first year, he would repeat the recruitment for the cost of advertising and travel only. He said he would be available to start on preliminary work in two to three weeks and then begin the work in earnest in August. See Attachment S for the MMA Consulting proposal.

TA DELIBERATION

The Board agreed that it was late in the evening to deliberate the Town Administrator recruitment firm selection, and that they would deliberate to select a firm at their meeting on July 6.

COOKE PARK PROPOSAL – KAREN VILANDRY

The Board reviewed an email from Karen Vilandry outlining a landscaping and upkeep proposal for Cooke Park. See Attachment S. Ms. Kakley informed the Board that there were several members of the Beautification Committee and the Historical Commission who had wanted to speak on the matter but had left because the meeting went late. Mr. Osuch advised the Board that it was not wise to allow residents to make proposals to change public areas. Mr. Murphy said that he would want input from the Manjiro-Whitfield Friendship Society as well. Mr. Haworth said that he thought the proposal and request was better suited for the BPW. Mr. Espindola said

that there were other areas of Town with immediate needs, such as litter clean-up, and less-disputed areas for flower planting and beautification.

The Board rejected Ms. Vilandry's proposal and asked Ms. Kakley to relay the concerns raised to Ms. Vilandry.

WELCOME STREET ACCEPTANCE

The Board reviewed a memo from the BPW stating that it had reviewed and approved the proposal for acceptance of the southern portion of Welcome Street, including the use of Town engineering funds for the acceptance. Planning Board has not yet submitted comment.

ROGERS/OXFORD TIME CAPSULES

The Board will review a proposal from Deb Charpentier of the Millicent Library related to the removal of time capsules in the cornerstones of the Rogers and Oxford Schools at their next meeting on June 22.

OTHER BUSINESS

In Other Business:

- Mr. Murphy recognized the passing of resident and civic leader Curtis Lopes, and offered condolences from the Board to his family.
- Mr. Murphy said that he was happy to give a tour of the Town Hall offices to the first graders of St. Joseph's recently.
- Mr. Murphy congratulated the recent graduates of Fairhaven High School, who earned a collective \$2.9 million in scholarships.
- Mr. Espindola thanked the Lions Club and North Fairhaven Improvement Association for cleaning up around the Oxford School property.
- Mr. Espindola thanked everyone who has assisted in setting up the Town's wellness plan for employees.
- Mr. Espindola noted that the Town Government Study Committee has issued its final report and suggested that the Board invite the TGSC members in for a discussion of their findings.
- Mr. Haworth congratulated the graduates of the Junior Police Academy
- Mr. Haworth congratulated the graduates of Greater New Bedford Regional Technical Vocational High School

At 10:39 p.m., Mr. Murphy motioned to enter Executive Session, pursuant to MGL 30A § 21:

1. Request for Use of Town Counsel
2. Jeff Osuch – contract negotiation
3. Wendy Graves – contract negotiation
4. Natural Resources personnel

Mr. Espindola seconded the motion to enter Executive Session for the aforementioned reason, not to reconvene into open session afterward. Vote was unanimous. (3-0)

Roll call vote: Mr. Haworth in favor. Mr. Murphy in favor. Mr. Haworth in favor.

Respectfully,

Anne O'Brien-Kakley
Administrative Assistant
Minutes approved 06/22/2015

Attachment A

**2015 Contract Amendment
William D. Roth, Jr., Planning Director**

Section 5. Salary

A. Annual Base Salary:

The Town agrees to pay the Employee for his services rendered pursuant hereto at an annual base salary of \$ 80,087 (76,887 from P&E Budget and \$3,200 from CPC Budget) payable on a weekly basis effective July 1, 2015 (FY16). The Employee and Board will negotiate an annual base salary for FY17. Funding for salary increase for FY17 will be requested by the Board. Until an annual base salary is negotiated, the salary as of July 1, 2015 – June 30, 2016 will continue

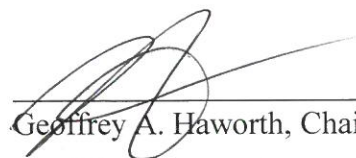
C. Community Development Block Grant Funds:

In addition to the Employees annual base salary, the Town agrees to pay the Employee an annual bonus of \$5,788.00, half is payable in June of 2015 and the second half payable on the first pay date in December of 2015 for his services to administer the Community Development Block Grant program. The bonus shall be funded from Community Development Block Grant funds, subject to CDBG 2014 grant award.

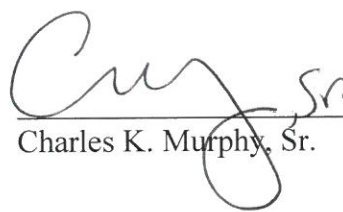
IN WITNESS WHEREOF, the Town of Fairhaven has caused this Agreement to be signed and executed on its behalf by its Board, and duly attested by its Town Clerk and William D. Roth, Jr. has signed and executed this Agreement, both in duplicate, the date and year below written.

Date: June 9, 2015

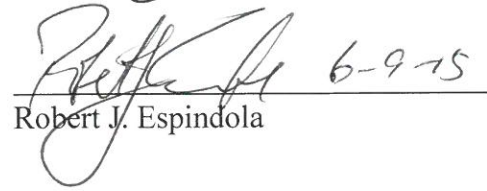
For the Board of Selectmen:



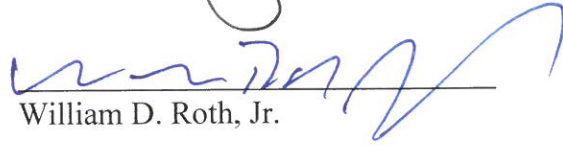
Geoffrey A. Haworth, Chairman



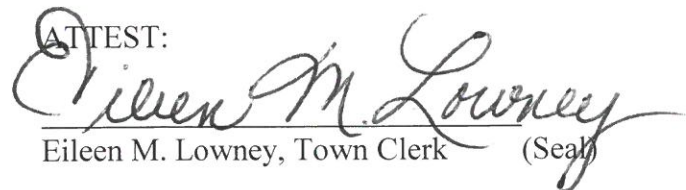
Charles K. Murphy, Sr.



Robert J. Espindola



William D. Roth, Jr.

ATTEST:


Eileen M. Lowney, Town Clerk (Seal)



Geoffrey Haworth, Chairman
Charles K. Murphy
Robert Espindola

**Town of Fairhaven
Massachusetts
Office of the Selectmen**

40 Center Street
Fairhaven, MA 02719

Tel: (508) 979-4023
Fax: (508) 979-4079
selectmen@Fairhaven-MA.gov

May 15, 2015

Richard and Carol Dussault
D/B/A Spring Street Garage
3 Evergreen Street
Fairhaven, MA 02719

Dussault Auto Sales, LLC
99 Spring St
Fairhaven, MA 02719

Re: Notice of Hearing

Dear Mr. and Ms. Dussault:

Please be advised that on Tuesday, June 9, 2015 at 7:00 pm the Fairhaven Board of Selectmen, acting as the licensing authority pursuant to G.L.c. 240§59 and Fairhaven By-laws §125 – 9, will hold a hearing to determine whether to revoke, suspend or take other action with regard to either or both your used car dealer's license and your motor vehicle repair license.

The Board may determine to act with regard to your license or licenses based on any or all of the following alleged violations:

1. The number of vehicles on the licensed premises exceeds the number allowed under your licenses.
2. An unpermitted spray painting facility is being operated on the licensed premises.
3. The licensed businesses are being operated by someone other than you.
4. You have failed to keep a record book on the premises as required by G.L.c.140§62.
5. You have stored (and used for your personal use) automobiles which are subject to your used car dealer's license on premises other than the licensed premises, and on the public way.

You may attend this hearing, may be represented by counsel if you so choose, and may present evidence on your own behalf.

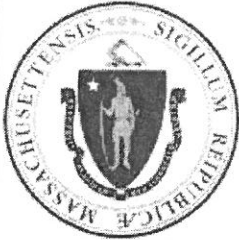
Please address any questions you may have in this regard to the Selectmen's Office (508) 979-4023.

Sincerely,
Fairhaven Board of Selectmen

Geoffrey A. Haworth, II
Chairman

Attachment C

MA SOC Filing Number: 200952386300 Date: 03/02/2009 3:12 PM



**The Commonwealth of Massachusetts
William Francis Galvin**

Minimum Fee: \$500.00

Secretary of the Commonwealth, Corporations Division
One Ashburton Place, 17th floor
Boston, MA 02108-1512
Telephone: (617) 727-9640

Certificate of Organization

(General Laws, Chapter)

Federal Employer Identification Number: 000996710 (must be 9 digits)

1. The exact name of the limited liability company is: DUSSAULT AUTO SALES LLC

2a. Location of its principal office:

No. and Street: 99 SPRING ST.
City or Town: FAIRHAVEN State: MA Zip: 02719 Country: USA

2b. Street address of the office in the Commonwealth at which the records will be maintained:

No. and Street: 99 SPRING ST.
City or Town: FAIRHAVEN State: MA Zip: 02719 Country: USA

3. The general character of business, and if the limited liability company is organized to render professional service, the service to be rendered:

AUTO SALES AND SERVICE.

4. The latest date of dissolution, if specified:

5. Name and address of the Resident Agent:

Name: CAROL A. DUSSAULT
No. and Street: 3 EVERGREEN ST.
City or Town: FAIRHAVEN State: MA Zip: 02719 Country: USA

I, CAROL A. DUSSAULT resident agent of the above limited liability company, consent to my appointment as the resident agent of the above limited liability company pursuant to G. L. Chapter 156C Section 12.

6. The name and business address of each manager, if any:

Title	Individual Name First, Middle, Last, Suffix	Address (no PO Box) Address, City or Town, State, Zip Code
MANAGER	MATTHEW RICHARD DUSSAULT	99 SPRING ST. FAIRHAVEN, MA 02719 USA

7. The name and business address of the person(s) in addition to the manager(s), authorized to execute documents to be filed with the Corporations Division, and at least one person shall be named if there are no managers.

Title	Individual Name First, Middle, Last, Suffix	Address (no PO Box) Address, City or Town, State, Zip Code

8. The name and business address of the person(s) authorized to execute, acknowledge, deliver and record any recordable instrument purporting to affect an interest in real property:

Title	Individual Name First, Middle, Last, Suffix	Address (no PO Box) Address, City or Town, State, Zip Code

9. Additional matters:

IN THE EARLY NINETIES OUR FAMILY HAD A CORPORATION NAMED DUSSAULT AUTO SALES INC. THIS HAS BEEN TERMINATED. THANK YOU, RICHARD N. DUSSAULT.

**SIGNED UNDER THE PENALTIES OF PERJURY, this 2 Day of March, 2009,
MATTHEW R. DUSSAULT**

(The certificate must be signed by the person forming the LLC.)

Attachment C

THE COMMONWEALTH OF MASSACHUSETTS

I hereby certify that, upon examination of this document, duly submitted to me, it appears that the provisions of the General Laws relative to corporations have been complied with, and I hereby approve said articles; and the filing fee having been paid, said articles are

deemed to have been filed with me on:

March 02, 2009 3:12 PM

A handwritten signature in black ink, reading "William Francis Galvin". The signature is written in a cursive style with a large, prominent initial "W".

WILLIAM FRANCIS GALVIN

Secretary of the Commonwealth

NUMBER

8

THE COMMONWEALTH OF MASSACHUSETTS

FBE

\$75.00

Town of Fairhaven

USED CAR DEALER'S LICENSE - CLASS II.
TO BUY AND SELL SECOND-HAND MOTOR VEHICLES

In accordance with the provisions of Chapter 140 of the General Laws with amendments thereto

is hereby licensed to buy and sell second-hand motor vehicles at No. 99 Spring

Sheet St Fairhaven

on premises described as follows:

Limit 6 Cars. No burning of cars.

Dec. 31 2014

Robert J. Esch

2015

THIS LICENSE EXPIRES JAN. 1, 2016

THIS LICENSE MUST BE POSTED IN A CONSPICUOUS PLACE UPON THE PREMISES.

FORM 55 H&W HOBBS & WARREN™

(OVER)

Car Dealer

Car Dealer

RENEWAL AFFIDAVIT

Fairhaven, Mass. _____

To the Licensing Board:

The undersigned hereby applies for a license to conduct

- CLASS I AGENTS Chap. 140 Sec. 50
- CLASS II USED CARS Chap. 140 Sec. 57 - 59
- LODGING HOUSE Chap. 140 Sec. 22 - 31

at 99 Spring Street

for the year 2015

FIRM NAME Richard N. Dussault - Dussault Auto Sales

Signature

Residence

fee: \$75.00 due

Tel. # X 508 994-9206

Pursuant to M.G.L. Ch. 62C, sec. 49A, I certify under the penalties of perjury that I, to my best knowledge and belief, have filed all state tax returns and paid all state taxes required under law.

*Tax - Tax Title
W.O. OK Sale
Bond - OK
OK - OK 12-22-14
264-363-370*

Social Security Number
or Federal Identification
Number

X M Dussault
Signature of Individual or
Corporate Name

by: _____
Corporate Officer
(if applicable)



Office of Investigations
600 Washington Street
Boston, MA 02111
www.mass.gov/dia

Workers' Compensation Insurance Affidavit: Builders/Contractors/Electricians/Plumbers

Applicant Information

Please Print Legibly

Name (Business/Organization/Individual): Duessult Auto Sales, LLC
Address: 99 Spring Street
City/State/Zip: Fairhaven, MA 02719 Phone #: (508) 994-9206

Are you an employer? Check the appropriate box:

- 1. I am an employer with _____ employees (full and/or part-time).*
- 2. I am a sole proprietor or partnership and have no employees working for me in any capacity. [No workers' comp. insurance required.]
- 3. I am a homeowner doing all work myself. [No workers' comp. insurance required.] †
- 4. I am a general contractor and I have hired the sub-contractors listed on the attached sheet. ‡ These sub-contractors have workers' comp. insurance.
- 5. We are a corporation and its officers have exercised their right of exemption per MGL c. 152, §1(4), and we have no employees. [No workers' comp. insurance required.]

Type of project (required):

- 6. New construction
- 7. Remodeling
- 8. Demolition
- 9. Building addition
- 10. Electrical repairs or additions
- 11. Plumbing repairs or additions
- 12. Roof repairs
- 13. Other _____

*Any applicant that checks box #1 must also fill out the section below showing their workers' compensation policy information:

† Homeowners who submit this affidavit indicating they are doing all work and then hire outside contractors must submit a new affidavit indicating such.

‡ Contractors that check this box must attached an additional sheet showing the name of the sub-contractors and their workers' comp. policy information.

I am an employer that is providing workers' compensation insurance for my employees. Below is the policy and job site information.

Insurance Company Name: _____

Policy # or Self-ins. Lic. #: _____ Expiration Date: _____

Job Site Address: _____ City/State/Zip: _____

Attach a copy of the workers' compensation policy declaration page (showing the policy number and expiration date).

Failure to secure coverage as required under Section 25A of MGL c. 152 can lead to the imposition of criminal penalties of a fine up to \$1,500.00 and/or one-year imprisonment, as well as civil penalties in the form of a STOP WORK ORDER and a fine of up to \$250.00 a day against the violator. Be advised that a copy of this statement may be forwarded to the Office of Investigations of the DIA for insurance coverage verification.

I do hereby certify under the pains and penalties of perjury that the information provided above is true and correct.

Signature: [Signature] Date: 12-1-2014

Phone #: 508 994-9206

Official use only. Do not write in this area, to be completed by city or town official.

City or Town: _____ Permit/License # _____

Issuing Authority (circle one):

- 1. Board of Health
- 2. Building Department
- 3. City/Town Clerk
- 4. Electrical Inspector
- 5. Plumbing Inspector
- 6. Other _____

Contact Person: _____ Phone #: _____



PO Box 5077 Sioux Falls SD 57117-5077

1-800-331-6053
Fax 1-605-335-0357
www.cnasurety.com
Email: uwservices@cnasurety.com

December 3, 2014

Dussault Auto Sales, Llc
99 Spring St.
Fairhaven, MA 02719

Re: Bond #70839236 - Dussault Auto Sales, Llc
\$25,000.00 - Second Hand Motor Vehicle Dealer
Company Code: 601 - Western Surety Company

Thank you for the premium payment for the above referenced bond. This document is to serve as notice that payment in full has been remitted for the term of December 24, 2014 through December 25, 2015. This type of bond remains in full force and effect without a renewal bond or Continuation Certificate. If you have any questions, please contact your local agent.

We are excited to offer new payment options through CNA Surety ePay! Pay for your bond/policy premium online using your own credit/debit card or ACH at your convenience 24 hours a day. Simply go to: onlinepay.cnasurety.com and follow the easy-to-use prompts. You can pay your bill in minutes, saving you time and money.

NUMBER 23

FEE \$75.00

THE COMMONWEALTH OF MASSACHUSETTS

TOWN OF FAIRHAVEN

CLASS IV - REPAIRMAN OR TOWING MOTOR VEHICLES

In accordance with the provisions of Chapter 140, Section 58, of the General Laws with amendments thereto and in accordance with Town By-Laws

Spring Street Garage

is hereby licensed to repair and/or paint and/or tow motor vehicles at No. 99 Spring Street street Fair Haven

on premises described as follows: Total cars on site; 32 (17 inside, 10 in front and 15 in rear). *there is to be "NO" paint spraying on the premise, licensee "MUST" have proper ventilation equipment installed before any spraying can take place. Hours of operation: Monday-Saturday 7:00AM-9:00PM with "NO" major body work which will generate noise after 5:00PM.

1 Dec. 31 2014

Further note:
Wrecker is "NOT" to be parked on the street.

Robert J. Epalle

[Signature]
Ernie J. Murphy, Sr.

2015

THIS LICENSE EXPIRES DEC. 31, 2015

THIS LICENSE MUST BE POSTED IN A CONSPICUOUS PLACE UPON THE PREMISES.

Repair

RENEWAL AFFIDAVIT

Car Repair

Fairhaven, Mass. _____

To the Licensing Board:

The undersigned hereby applies for a license to conduct

- CLASS I AGENTS Chap. 140 Sec. 50
- CLASS II USED CARS Chap. 140 Sec. 57 - 59
- LODGING HOUSE Chap. 140 Sec. 22 - 31
- REPAIR LICENSE

at 99 Spring Street

for the year 2015

FIRM NAME Spring Street Garage

Signature [Signature]

Residence _____

fee: \$75.00 due

Tel. # X 508 994-9206

Pursuant to M.G.L. Ch. 62C, sec. 49A, I certify under the penalties of perjury that I, to my best knowledge and belief, have filed all state tax returns and paid all state taxes required under law.

WE CAN SEE TAX - TAX TITLE - Bkgs OK 12-22-14

264-363-370 Social Security Number or Federal Identification Number

[Signature] Signature of Individual or Corporate Name

by: _____ Corporate Officer (if applicable)



Fire Department
Fire Safety Inspection Report

Attachment E

INSPECTOR **Lt. Wally Therrien / Chief Timothy Francis** MONTH/YEAR SCHEDULED **November 2013**

B NESS NAME **SPRING STREET GARAGE** Address **99 Spring Street**
Business Phone _____ Fax _____

Business Owner **Richard & Carol Dussault** Property Owner **Same**
Mail Address **3 Evergreen Street Fairhaven** Mail Address _____
Phone/ Cell **508-994-9206** Phone/Cell _____

COPY

Emergency Contact Form Completed? Yes No
Representative of business at inspection **Joel Brown**

ALARM SYSTEM System Trouble - explain in remarks section
Radio Box _____ # _____
Master Box _____ # _____
Local system _____
Monitored _____ Served by Whom? _____
Must provide copy of yearly inspection report from monitoring company.

UTILITIES

Key Box	Panel	Location	Type
Keys Work	Standpipe	Hookup	
Keys Missing	Sprinkler	Hookup	Date of Last Inspection
None	<input checked="" type="checkbox"/>		

Shutoff Loc. _____ Shutoff Loc. _____
Natural Gas Yes No NW corner Electrical Panel Yes No NW corner
Propane Yes No Oil Controls Yes No

FIRE SAFETY All Violations will be explained in remarks section - Using NFPA /Chapter 148 / Fire Codes as guide

Aisles / Exits	<input checked="" type="checkbox"/> Clear / Unobstructed	<input type="checkbox"/> Blocked - Violation
Ansul System	<input type="checkbox"/> Up to date - tag visible	<input type="checkbox"/> Needs service - Violation Date of last inspection
Exit/Interior Doors	<input checked="" type="checkbox"/> Clear / Unobstructed	<input type="checkbox"/> Blocked / locked - Violation
Exit Lights	<input type="checkbox"/> Functioning Properly	<input checked="" type="checkbox"/> Inoperable - Violation None
Emergency Lighting	<input type="checkbox"/> Functioning Properly	<input checked="" type="checkbox"/> Inoperable - Violation None (lights if occupancy is over 50)
Fire Extinguishers	<input checked="" type="checkbox"/> Up to date	<input type="checkbox"/> Needs service / hang - Violation Date of last tag 6/2013
Flammables	<input type="checkbox"/> Improper Storage - Viol.	<input type="checkbox"/> Permit Expired - Violation
Housekeeping	<input type="checkbox"/> Area/Yards/ Bldgs - Viol.	<input type="checkbox"/> Excess storage of waste - Violation
Heating System	<input checked="" type="checkbox"/> Clear / Unobstructed	<input type="checkbox"/> Remove Combustibles - Violation
Sprinklers	<input type="checkbox"/> Storage too close to heads - Violation	
Stairwells	<input type="checkbox"/> Clear / Unobstructed	<input type="checkbox"/> Blocked - Violation

Commercial Cooking Equipment Serviced-White tag compliant Serviced - Orange Tag Non Compliant No Tag

PERMITS

Flammable Storage	Exp. Date 12/6/2014	Welding	Exp Date 12/6/2014	Waste Oil	Exp Date 12/6/2014
Propane	Exp. Date	LP Exchange	Exp Date		
Other					

REMARKS **Conducted annual fire inspection on this date and found the following. Exit lights inoperable; emergency lighting inoperable; dry chem fire extinguisher needs to be mounted; at the time of inspection no permits were issued - permits have since been obtained. Note: At the present time due to stipulations of business license there is to be no paint spraying on the premises. License must be revised and the proper ventilation equipment must be installed before any spraying can take place.**

Timothy Francis
APPROVED BY: HEAD OF DEPT. OR DESIGNEE

11/25/2013
DATE OF INSPECTION

Attachment F
Spring St. Auto

RECEIVED

2013 DEC 30 P 1:07

BOARD OF SELECTMAN
FAIRHAVEN, MASS.

SELECTMEN'S MEETING

Agenda Item
1/6/14

Stipulation Amendment on Repair License

For:

Spring Street Garage
99 Spring Street
Fairhaven, MA 02719

"THERE IS TO BE "NO" PAINT SPRAYING ON THE PREMISES. LICENSE MUST BE REVISED AND THE PROPER VENTILLATION EQUIPMENT MUST BE INSTALLED BEFORE ANY SPRAYING CAN TAKE PLACE"

Fire Chief: See above stipulation
Bldg.-OK

WC: Mr. Dussault claims he is the sole proprietor and Worker's Comp. is not required (See attached).
Taxes: Tax Title-payment plan is set up through Treasurer's Office, payment was made on account.

ANIMAL SHELTER DONATIONS

Mr. Espindola motioned to approve \$118 in Animal Shelter donations. Mr. Haworth seconded. Vote was unanimous. (3-0).

CDBG-DR AUTHORIZATION

Per request of Town Planner Bill Roth, Mr. Espindola motioned to submit the Community Development Block Grant-Disaster Relief (CDBG-DR) grant for the demolition of the building at Union Wharf and to authorize the Chairman to sign any and all necessary documents associated with said grant. Mr. Haworth seconded. Vote was unanimous. (3-0).

SPECIAL TOWN MEETING DISCUSSION

Mr. Osuch said that the Board had received an appraisal for 211 Mill Road and he suggested that, since the Town now had a value for the property (\$75,000.00), they had until January 9 to send the appraisal to the owner of the property, then the owner (Denormandie) would have to determine if he were willing to sell the property to the Town for that amount. Mr. Espindola motioned to forward the appraisal to Mr. Denormandie for consideration. Mr. Haworth seconded. Vote was unanimous. (3-0).

FY15 BUDGET DISCUSSION

Mr. Osuch said that the Town departments would be submitting their budgets in the next week. He said that if the Police Union contract is ratified at Town Meeting, money would have to be appropriated for its ratification. Mr. Osuch said that departments should submit their budgets with base wages reflecting a half a percent wage increase in FY14 (from January 1, 2014 to June 30, 2014), and a one percent wage increase in FY15.

Mr. Osuch said that Mr. Espindola had submitted language for an article that would seek to establish a Capital Needs Committee. Mr. Osuch said that the Board of Selectmen would have to get together and complete the language, including entering some figures in blanks, so the article would be tailored to what they want in the committee. Mr. Espindola said that he had hoped that the Economic Summit meeting members would have given some guidance on those aspects of the article. Mr. Osuch suggested that the Board place the topic of the Capital Needs Committee on the next Board of Selectmen meeting agenda for discussion. In the meantime, Mr. Murphy said that he would present the topic to the Economic Summit for discussion at their next meeting on January 21.

SPRING STREET GARAGE LICENSE RENEWAL

The Board met with Carol Dussault at 7:00 p.m. to discuss a requested Car Dealer and Car Repair license renewal for Spring Street Garage, 99 Spring Street, and a stipulation amendment for the existing Car Repair license.

In the recommended amendment to the license, the Fire Department stipulated "No paint spraying on the premises" and that the "license must be revised and the proper ventilation equipment must be installed before any spraying can take place".

Ms. Dussault claimed that Spring Street Garage was owner-operated and for that reason, no proof of worker's compensation would be required. Ms. Dussault said currently, she is "outsourcing" spray painting, but that she will soon be purchasing a spray booth that is EPA compliant. She said that the location was zoned for painting, but that the environmental requirements have changed over the 38 years that they have been in that location.

Mr. Haworth said that he had heard complaints from neighbors about spraying, loud noises from the garage, and operations after 9:00 p.m. Mr. Haworth said that he spoke with the Dussaults and feels comfortable that any issues have been addressed. He said that there should be no spraying at the Spring Street Garage until the spray booth is fully-installed and has been inspected by the Building and Fire departments.

Ms. Dussault said that her license does indicate that there is to be no work performed after 9:00 p.m. She admitted to working after 9:00 p.m. in the past, but she said that the work performed was mainly office and paperwork. She said that they have tried to be "good neighbors" and apologized for any noisy activity, adding that they have restored the building to reduce the eyesore to the neighborhood. She said that the only after hours activity that she could not control was the towing component to their business, which could result in a tow truck dropping off a car to the garage at any time of the night.

Mr. Espindola motioned to approve the Car Repair license for Spring Street Garage with the stipulation from the Fire Department to have no spraying on the premises and that the proper spraying equipment would have to be installed before spraying would be allowed. Mr. Haworth seconded. Vote was unanimous. (3-0).

Mr. Espindola motioned to approve the Auto Sales license for Spring Street Garage (Auto Sales, Class II). Mr. Haworth seconded. Vote was unanimous. (3-0).

LEGAL BILLS – DISCUSSION

In a discussion item requested by Mr. Haworth, the Board discussed the Legal budget and recent Legal bills.

Mr. Haworth said that the Board seemed to be overspending in the Legal department lately and that some of the spending appeared to be frivolous. He noted a recent expenditure of almost \$2,000 in November 2013 that was for Atty. Crotty to review a PILOT agreement. Mr. Haworth said that the Board never voted to approve that expenditure and that the Town was now trending to overspend on the Legal budget for FY14. He said that the Board needed to focus on "checks and balances" to keep within the budget.

LDPI Paint Spray Booth Lighting

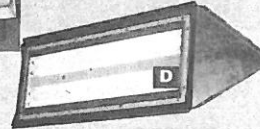
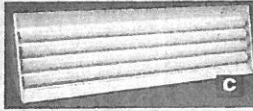
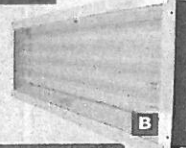
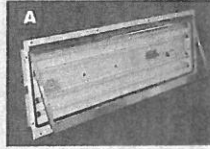
A Inside access for easy installation and service where access to back of booth is restricted.

B For access from outside of booth

- Compact design for maximum light output to increase visual accuracy while painting or prepping
- Energy efficient universal voltage ballasts work at 120/277 or 220 volts to operate 32 watt, T-8 lamps
- ETL listed for Class 1, Div. II, Groups A, B, C & D (vapor), Class2, Div. II, Groups F & G (dust) & wet locations

C General Purpose Industrial Task Lighting for non-classified areas and direct replacement on many paint booths where fixture is mounted behind a lens

D Industrial Task Lighting 4 tube, inside access light fixture fits in any 90° corner, no cutting required



Part No.	Number of Lamps	Watts	Voltage	Hole Size	Sale
A 8617	2	32/T-8	120/277/220	50-1/4" x 10-3/4"	299.99
8618	4	32/T-8	120/277/220	50-1/4" x 15-3/4"	322.99
8619	6	32/T-8	120/277/220	50-1/4" x 20-3/4"	389.99
B 8620	4	32/T-8	120/277/220	50-1/4" x 15-3/4"	299.99
C 8809	4	32/T-8	120/277/220	48-1/4" x 14-1/2"	129.99
D 8636	4	32/T-8	120/277/220		536.99

Bulbs

32 Watt, 48" color corrected lamps to improve color matching and illumination. (Cases of 30)
Bulbs are non-returnable and non-refundable.

Model	CRI	Lumens	Kelvin Temp	Wattage	Lamp Type	Sale
8622	82	3100	5000	32	T-8	\$249.99
8623	82	2850	5000	32	T-8	\$149.99

Bulbs Are Not Returnable

All Fixtures Hold 48" Bulbs / Bulbs Not Included

Direct Drive Ventilation Fans

Part #	Description	Sale price
8124-16	16" Fan	\$470.99
8124-20	20" Fan	\$517.99
8124-24	24" Fan	\$584.99

- Fully assembled, ready to operate
- Heavy gauge, corrosion resistant aluminum blade
- Sturdy, all welded construction, steel frame
- Corrosion resistant powder coated finish
- All motors are totally enclosed with built-in overload protection
- Meets all OSHA specs

Ventilation fans are not approved for paint ventilation. Use explosion proof models to right



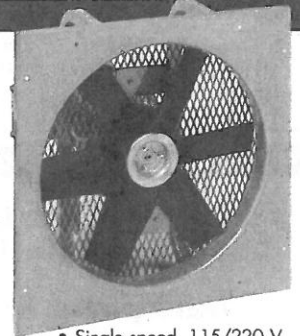
Don't Forget The Shutter!



Explosion Proof Fans

Part #	Description	Sale price
8095	16" Fan	\$715.99
8095-S	16" Fan w/Shutter	\$789.99
*8011-16	16" Fan w/Variable Control-115v	\$805.99
*8011-16220	16" Fan w/Variable Control-220v	\$805.99
8096	16" Shutter	\$97.99
8095-20	20" Fan	\$784.99
7030	20" Shutter	\$104.49
*8011-20	20" Fan w/Variable Control-115v	\$866.99
*8011-20220	20" Fan w/Variable Control-220v	\$866.99
8095-24	24" Fan Belt Drive*	\$999.99
*8011-24	24" Fan w/Variable Control-115v	\$1081.99
*8011-24220	24" Fan w/Variable Control-220v	\$1081.99
7031	24" Shutter	\$131.99
8095-24B	24" Backguard	\$244.99

*24" fan does not include back guard. If fan is mounted & operated less than 7" from floor OSHA requirements require a backguard be mounted on fan.



- Single speed, 115/220 V, direct drive
- UL listed
- Meets all OSHA specs

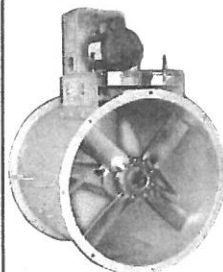
*Ships Direct From Manufacturer

Tubeaxial Belt Driven Fans and General Purpose Motors

High Quality Replacement Paint Booth Fans & Motors

- Vertical or horizontal mount
- Ball bearings are permanently lubricated
- Max inlet air temp - 200°F, Max ambient: 104°F
- Spark-resistant aluminum propellers - precision balanced
- Belt guards
- AMCA Type B spark-resistant propellers

- UL recognized and CSA Certified motors
- Max ambient - 40°C
- Clockwise and counterclockwise rotation
- Ball bearings



Belt Drive with Drive Package 115/230V					
Model	Fan	Motor	SCFM @ 1/2" SP	Phase	Price
0071-3/4-1	12"	3/4 HP	2126	One	\$839.99
0072-3/4-1	18"	3/4 HP	3112	One	\$860.99
0072-1-1	18"	1 HP	3914	One	\$892.99
0072-1.5-1	18"	1-1/2 HP	4460	One	\$944.99
0073-1-1	24"	1 HP	5484	One	\$1102.99
0073-1.5-1	24"	1-1/2 HP	6562	One	\$1179.99
0073-2-1	24"	2 HP	7983	One	\$1312.99
0073-3-1	24"	3 HP	9332	One	\$1417.99
0074-1.5-1	30"	1-1/2 HP	8359	One	\$1686.99
0074-3-1	30"	3 HP	12,220	One	\$1627.99

Belt Drive with Drive Package 230V					
Model	Fan	Motor	SCFM @ 1/2" SP	Phase	Price
0074-5-1	30"	5 HP	14,995	One	\$2047.99

Belt Drive with Drive Package 208-230/460V					
Model	Fan	Motor	SCFM @ 1/2" SP	Phase	Price
0072-3/4-3	18"	3/4 HP	3112	Three	\$839.99
0072-1-3	18"	1 HP	3914	Three	\$992.99
0072-1.5-3	18"	1-1/2 HP	4460	Three	\$997.99
0073-1-3	24"	1 HP	5484	Three	\$1154.99
0073-1.5-3	24"	1-1/2 HP	6562	Three	\$1228.99
0073-2-3	24"	2 HP	7983	Three	\$1259.99
0073-3-3	24"	3 HP	9332	Three	\$1291.99
0074-1.5-3	30"	1-1/2 HP	8359	Three	\$1469.99
0074-2-3	30"	2 HP	9990	Three	\$1522.99
0074-3-3	30"	3 HP	12,220	Three	\$1543.99
0074-5-3	30"	5 HP	14,995	Three	\$1687.99

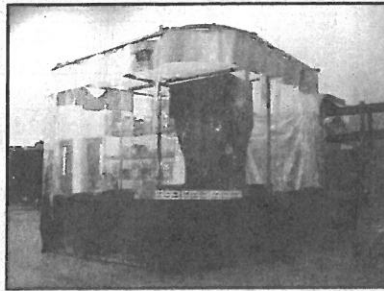
General Purpose Motors 115/208-230V				
Model	HP	RPM Range	Phase	Price
0075-3-1	3 HP	1400-1800	One	\$641.99

General Purpose Motors 208-230/460V				
Model	HP	RPM Range	Phase	Price
0075-1.5-3	1-1/2 HP	1701-1800	Three	\$364.99
0075-3-3	3 HP	1400-1800	Three	\$482.99

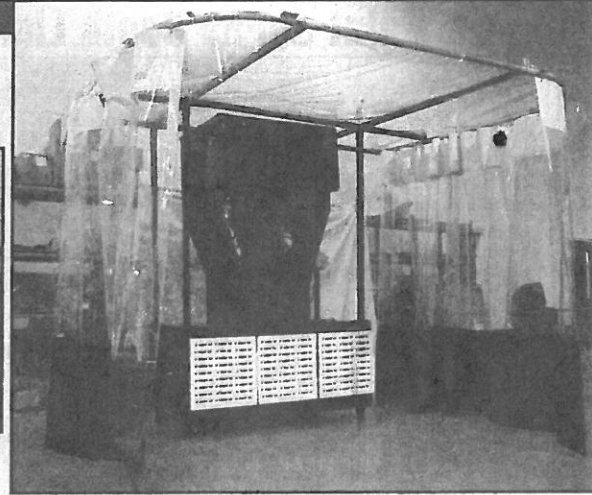
4027 - Champ Portable Paint & Prep Station

Portable Paint & Prep Station Frees Up Your Paint Booth for Complete Paint Jobs
EPA 6H Compliant

- Perfect for spot repairs & painting
- Frees up your paint booth for complete paint jobs
- EPA 6H compliant
- 110 volt, just plug it in and start working
- 18" explosion proof fan and 3/4 hp explosion proof motor
- Explosion proof controls
- Manometer for measuring filter efficiency
- 8' T x 10' W x 10' D (6' working depth)
- Includes first complete set of filters including Activated Carbon Filters, Odor Ban Pleated Carbon Filters, Paint Filters & Pre-Filters
- Made in USA



Portable - Move it to Where You Need It



4075 - Filter Replacement Kit

- Includes: (3) carbon filters, (2) odor ban carbon pleats, (1) tri-fold panel filter, (12) pre-filters, (2) exhaust panels

\$399⁹⁹



110 Volt - Just plug it in and start working

**As Low As
\$195⁰⁵
A Month**

\$7999⁹⁹



4076 - Champ Mobile Prep and Paint Work Station

Easy to Set Up Portable Mobile Paint Booth for Painting and Prepping Anywhere

Transports Easily to Where the Job is!

110 Volt - Just plug it in and start working



EPA 6H Compliant



Carbon Filters Remove VOCs & Odors

- Can be used indoors or outside
- Perfect for prepping, sanding and painting
- Captures particulates and overspray and carries them through a filtration system to be vented outside
- 110 volt, just plug it in and start working
- EPA 6H compliant
- 18" explosion proof fan and 3/4 hp explosion proof motor
- Explosion proof controls
- Custom 3-sided EZ-Up - 7' T x 10' W x 10' D
- 7' working depth
- Includes first complete set of filters including Activated Carbon Filters, Odor Ban Pleated Carbon Filters, Paint-Filters & Pre-Filters

**As Low As
\$195⁰⁵
A Month**

\$7999⁹⁹

4075 - Filter Replacement Kit

- Includes: (3) carbon filters, (2) odor ban carbon pleats, (1) tri-fold panel filter, (12) pre-filters, (2) exhaust panels

\$399⁹⁹

Your Order Ships Today! See Page 2 For Details

Search

Home Richard

Compose

Search results Delete Move Spam More

paint booth

People

Siderwicz, John (DEP)

Aug 29, 2014

To dussaultauto@yahoo.com

Hi Rich,

As we just discussed on the phone, please find attached copies of the regulations concerning spray booths and auto refinishing. As discussed, you would not be applicable to the regulations unless you emit greater than one (1) ton of VOC emissions. If you do emit greater than one ton you would then be an air source and be subject to 310 CMR 7.03(16)(a)1. Or 2.

Also, here is a link to the CRASH Program which you may find helpful.

http://www.mass.gov/eea/grants-and-tech-assistance/education-and-training/education-and-outreach/ota-publications/guidance-docs/crash-course.html

If you have any questions, please do not hesitate to call or email me.

Regards, Jack

Jack Siderwicz
Compliance & Enforcement
Mass-DEP Southeast Region
Phone: (508) 946-2761
Fax: (508) 946-2865

2 Attachments View all Download all

7.03(16) spray boot...doc View Download

7.18(7)autofinish.doc View Download



null

Inbox (9930)

Drafts (23)

Sent

Spam (422)

Trash (10)

Smart Views

Unread

Starred

People

Social

Travel

Shopping

Finance

Folders (35)

Notes

Synced Messa... (35)

Recent

My Games



Recommended Games



More Games >

Attachment I



Date Last Updated: 5/1/2015

Workers' Compensation Proof of Coverage - Search Results

[Return to Search](#) Page 1 of 1 << < > >>

Employer	City
DBA SPRING STREET GARAGE JOEL BROWN 99 SPRING ST	FAIRHAVEN, MA 02719

[Return to Search](#) << < > >>

Limitations of Search Results

This Proof of Coverage Application allows the public to search workers' compensation insurance coverage information for policies in the Voluntary Market and Assigned Risk Pool. Do not assume that an employer is operating without coverage if your search results do not return policy information. An employer may still have a valid workers' compensation policy under a different business name or may have an alternate method of coverage which includes licensing as as self insurer or membership in a self insurance group. Use the following links to view listings of [Self-Insured Employers](#) and [Self-Insurance Groups \(Excel\)](#) in Massachusetts.

With limited exceptions, every employer in the Commonwealth with one or more employee(s) is required by law to have a valid workers' compensation insurance policy at all times. If you are unable to find an employer or suspect an employer is wrongfully operating without workers' compensation insurance, please submit a [Workers' Compensation Investigation Referral Form](#) or contact the Office of Investigations at 617-727-4900 x214 or toll free at 1-877-MASSAFE (627-7233).

Navigation Links

- [POC Disclaimer](#)
- [New POC Search](#)

Report Workplace Fraud

[DETAILS](#)

Debarment List

[DETAILS](#)

Education Links

- [Who Needs WC Insurance?](#)
- [Employer's Guide to WC](#)
- [Employer's FAQs About WC](#)
- [Injured Worker's Guide to WC](#)
- [Injured Worker's FAQs About WC](#)

Related Links

- [Experience Rating History](#)
- [Connecticut POC Search](#)
- [New Hampshire Workers Comp](#)
- [New York POC Search](#)
- [Classification Request Form](#)

Fairhaven Police Department
NARRATIVE FOR CHIEF MICHAEL J MYERS

Page: 1

Ref: 15-6-FI

On Tuesday May 5, 2015 several members of the Fairhaven Police Department, the Building Inspector, Wayne Fostin and I responded to 99 Spring Street, the Spring Street Garage, to assist the Board of Selectmen, Chairman Geoffrey Haworth, with an administrative inspection of Town dealer and repair licenses. Selectmen Haworth requested our assistance in documenting vehicles, parts, books, papers and inventories located at the business to ensure compliance with Town licensing, under the authority of Chapter 140 section 66. The Town, and the Police Department, have received numerous complaints from citizens in regards to issues at several of the dealer and repair shops in Town.

Upon our arrival we spoke with a male party who was working on a vehicle inside the building. He identified himself as a body repair worker for the business. We requested to speak with the owner or manager. He stated his boss was not present and had just left a few minutes earlier. He identified his boss as Joel Brown. He proceeded to get on the phone and make a phone call. Another male party was observed cleaning another vehicle on the West side of the building. We also spoke with him and he stated he was a mechanic and cleaner of vehicles and he as well worked for Mr. Brown. As we were speaking a third male arrived and stated he also worked at the business and did Office work for Mr. Brown. We stated we need either the manager or owner to respond to the building so we could perform an administrative inspection. After a few minutes the third male stated he could contact the building owner, Dick Dussault. We asked if he could have Mr. Dussault respond to the garage.

While waiting for Mr. Brown or Mr. Dussault I made a visual inspection of the business. There were several cars in the front of the building, a few inside the building and several behind the building. Mr. Haworth stated the business had two separate licenses, a Class 2 dealers license and a repair license. He requested we count the number of vehicles on the lot to ensure compliance with the licenses. I counted four(4) vehicles inside the building, seventeen(17) in the front of the building and thirty(30) behind the building.

Mr. Richard Dussault arrived shortly after. Mr. Haworth spoke with him upon his initial arrival. I approached both as they were having a discussion. Mr. Haworth was advising Mr. Dussault that he requesting to see his log books. Mr. Dussault initially refused but upon explaining the purpose of the inspection and the laws governing the same Mr. Dussault agreed. He stated he did not have the log books with him, as they were at his home with his wife, as he has an office on site as well as in his home. He stated he would phone his wife and have her bring them to the business.

While waiting for his wife to arrive I spoke with Mr. Dussault and he requested to show me around the premises and show me which vehicles were there and what they were there for. He first walked around to point out which vehicles were for sale and part of his dealers license. He pointed out one vehicle in the front of the building parked on the east side, one vehicle on the inside of the building and then the vehicle in which he pulled up to the business in. He stated he had two other vehicles and they were both located at his home parked in the driveway. He stated that accounted for five(5) vehicles and his license was for six(6). He stated all the remaining vehicles were for repair and that most were dealer repairs. He stated the vehicles directly in front of the building and inside the building were for repair. Most all the vehicles lined up along the west side property line as well most all in the rear of the business were for scrap. He stated any vehicles with registration plates were private repairs and the rest were mainly dealer repairs. I believe there were three(3) with registration plates.

Mrs. Dussault arrived with the dealer log book and showed Mr. Haworth and I the five vehicles they currently had for sale. Mr. Dussault stated he could put together a list of all the repair vehicles and their

Fairhaven Police Department

NARRATIVE FOR CHIEF MICHAEL J MYERS

Ref: 15-6-FI

paperwork but it would take him a little time and could not do so immediately. After obtaining all the information pertaining to the licenses everyone cleared.

Attachment K



Attachment K



Attachment L





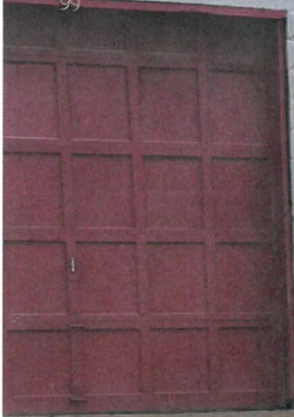
Attachment L

RING ST
RACE

ic Auto Body & Mechanical Repair

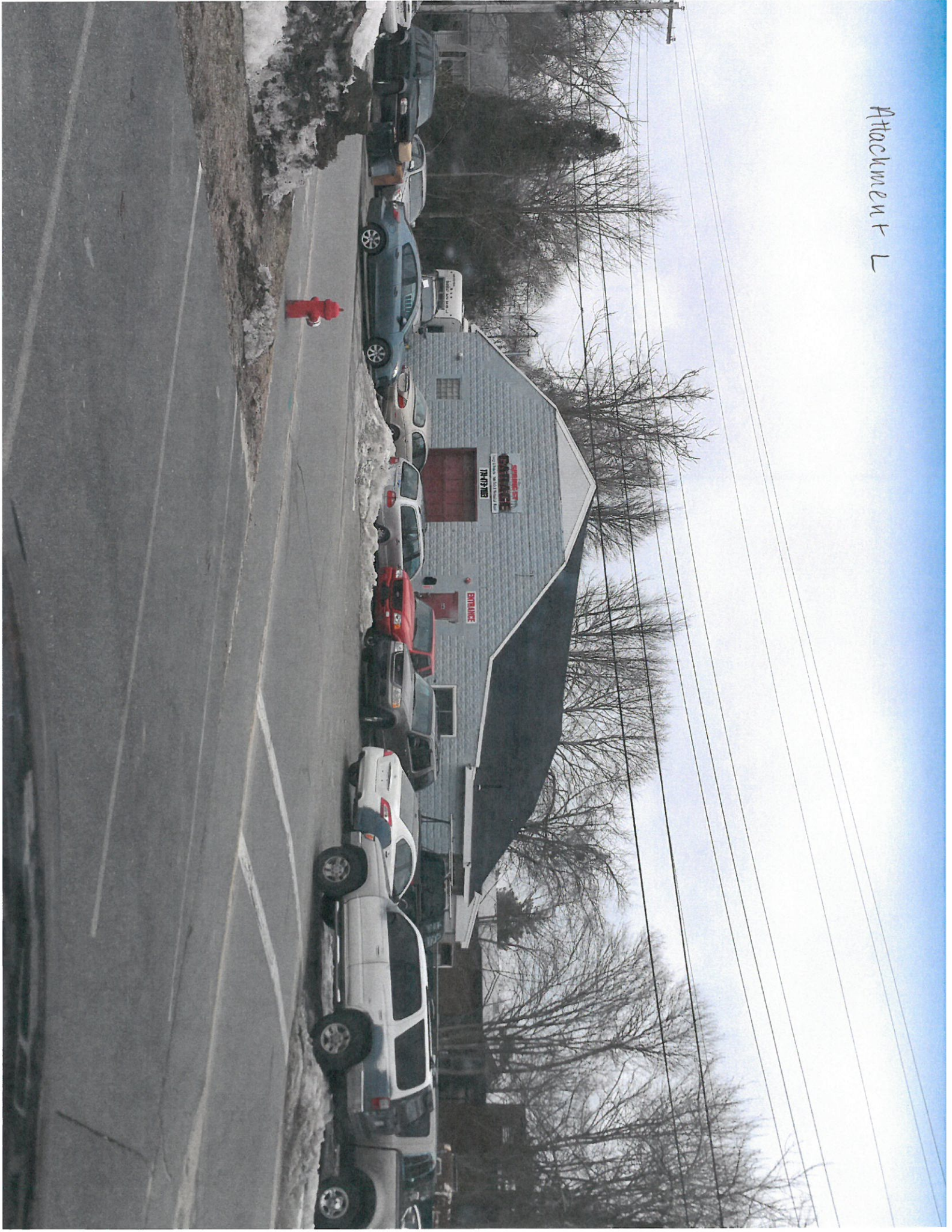
4-473-7863

ENTRANCE



Attachment L

Attachment L





Attachment L

Attachment L



Attachment L



Attachment L





Attachment L

Attachment M



MassDEP

June 5th

Massachusetts Department of Environmental Protection

GERRY PODLISNY

Jack Siderwicz
Environmental Engineer
Compliance & Enforcement

508-946-2830

Southeast Regional Office
20 Riverside Drive, Lakeville, MA 02347
Tel. (508) 946-2761 FAX (508) 946-2865
john.siderwicz@state.ma.us

April 29, 2015

We, the undersigned, do hereby request that the Board of Selectmen, being the appointing authority to issue vehicle repair, auto body and garage licenses for the Town of Fairhaven, hold a Public Hearing to address our concerns and complaints regarding the Spring St. garage that abuts our elderly/handicapped housing complex at #100 McGann Terrace owned by the Fairhaven Housing Authority.

The violations of legal use of the facility continually and consistently disrupt our ability for peaceful enjoyment of our apartments.

Signed :

Name of Petitioner	Address	Telephone Number
--------------------	---------	------------------

Name	Address	
Doreel Poudin	apt 213 100 Magon Ter	

Name	Address	
Eileen McMillan	apt. 114 100 McGann Terr	

Name	Address	
A. Panto	# 223	11

Name	Address	
David Dupas	APT 108 100 mc Gann TERRACE	

Name	Address	
Mamie Clark	APT 276	

Name	Address	
Shirley Moore	apt. 203	

Ethel Oliveira 100 McGann Terr Apt 209
 Name Address

Rois M. Rushforth 100 McGann Terr. Apt # 207
 Name Address

Albert Jenney 100 McGann Terr. Apt # 205
 Name Address

Lola H. Gabbis 100 McGann Terr. Apt 214
 Name Address

Eugene E. Vieira 100 McGANN Ter. Apt. 225
 Name Address

Judy Santos 100 McGANN Ter apt 221
 Name Address

Fred R. Ruders 100 McGANN APT 210
 Name Address

Rosie Brown 100 McGANN Ter. Apt. 111
 Name Address

Beth Monday 100 McGANN Ter. Apt 108
 Name Address

Nathleen Ajella Apt 201
 Name Address

Name Address

Section 66

Entering premises; investigation; examination of vehicles; parts, books, papers and inventories

Section 66. The colonel of state police, the attorney general or such persons as he may designate, the police commissioner in Boston, the chief of police of any other city, the selectmen of a town or any police officer authorized by any of said officials may at any time enter upon any premises used by any person licensed under section fifty-nine for the purpose of carrying on his licensed business, ascertain how he conducts the same, and examine all second hand motor vehicles or parts thereof kept or stored in or upon the premises, and all books, papers and inventories relating thereto.



Scope of Services

**Recruitment for the Town Administrator
Town of Fairhaven, MA
November 12, 2014**



EDWARD J. COLLINS, JR. CENTER FOR PUBLIC MANAGEMENT
JOHN W. McCORMACK GRADUATE SCHOOL OF POLICY AND GLOBAL STUDIES
UNIVERSITY OF MASSACHUSETTS BOSTON

100 Morrissey Boulevard
Boston, MA 02125-3393
P: 617.287.4824
F: 617.287.5566
mccormack.umb.edu/centers/cpm
collins.center@umb.edu

November 12, 2014

Board of Selectmen
Town Hall
Fairhaven, MA

via email

Dear Members of the Board,

The Edward J. Collins, Jr. Center for Public Management is pleased to provide this proposal detailing its proven approach and experience in recruiting municipal leaders for organizations in transition. The Center has a great deal of sensitivity to the pressures of such transitions, and how they can impact public organizations and the communities and constituencies they serve.

The Collins Center was established in July 2008 at the McCormack Graduate School of Policy and Global Studies to further the public service mission of the University of Massachusetts Boston. The Center is a vehicle to provide assistance to municipalities and state agencies to help improve public management. As part of the Center's work it has established an executive recruitment practice in the belief that helping public organizations select the best leaders will result in increased organizational effectiveness.

I will provide overall engagement oversight. Dick Kobayashi, former President of Bennett Associates, a national recruitment firm based in Plymouth, MA, leads this practice. The Collins Center has also retained Mary Flanders Aicardi, an experienced Massachusetts municipal human resources specialist as an integral member of its recruitment team.

This Recruitment Team has carried out over thirty successful recruitments in Massachusetts for Town Managers and Administrators as well as key Department Heads. A comprehensive list of Collins recruitments is listed on the last page of this document. Mr. Kobayashi has lead searches for positions as varied as cabinet officers for the District of Columbia and the executive director of the Metropolitan Area Planning Council, the largest regional planning agency in New England. Mr. Kobayashi also led the search for Springfield's first Chief Administrative and Financial Officer. This position was created by state law as a condition for terminating the State Financial Control Board that controlled the City's finances for five years.

Following is a comprehensive proposal to provide recruitment services for Fairhaven's Town Administrator. A careful definition of the challenges that the Town will face and the organizational environment that the new Town Administrator will engage and manage is a key component of the

recruitment process. To be successful the Town needs to be clear about these matters and the recruitment team needs to fully understand them in order to attract the best candidates. Typically a considerable amount of effort is invested in gaining a thorough understanding of the client system before the Center engages in the actual recruitment of candidates.

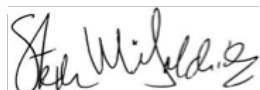
All of the Center staff has substantial knowledge of local and state government in Massachusetts. Center staff does not merely collect resumes; rather they learn the client's organization from the inside out and help the client identify the key characteristics that will lead a new incumbent to a successful tenure.

We understand that the manner in which this search is carried out as well as the outcome will serve as a signal to Fairhaven residents of the Town's open and transparent approach to governance.

We want to advise the Town that transactions with the Commonwealth, including the University, are exempt from the provisions of Chapter 30B, the Uniform Municipal Procurement Act (Section 1 (b)(4)).

A comprehensive list of Collins recruitment projects is on page 9.

Sincerely,

A handwritten signature in black ink, appearing to read "Stephen McGoldrick", written over a thin horizontal line.

Stephen McGoldrick
Director

How the Collins Center Will Assist Fairhaven Recruit a Town Administrator

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

In implementing this approach, the Center will:

- Carefully consider Fairhaven's legal structure, which sets the parameters for the Town Administrator's powers and duties.
- Carefully consider the challenges a new Town Administrator will face, particularly in Fairhaven's somewhat unique circumstances.
- Develop a Profile of the community and the Town Administrator position with particular attention to identifying Fairhaven's priority issues. The Profile will specify the professional and personal qualities needed to succeed as Town Administrator. It is important that the Profile represent the views of key Town officials, not the recruitment team. Accordingly, extensive interviews will be conducted with Fairhaven's key officials and other stakeholders during the preparation of the Profile. The recruitment team will not proceed to seek candidates until the Board approves the Profile.
- Confirm and refine the schedule for this project to meet Fairhaven's specific requirements. Most recruitments take approximately 120 days from the date the engagement is authorized.
- Build a competitive pool of candidates utilizing the Center's extensive network as well as traditional advertising; and
- Support the Town's evaluation of candidates. The recruitment team will help plan the interview process and help the Town close the deal, if requested.

Project Approach

The following information is provided to illustrate the Center's approach to executive recruitment and what it believes are successful outcomes of each stage of a search. The Center believes that a significant risk in selection is choosing the best person from a mediocre pool of candidates. The Center's principal effort is directed at giving its clients a pool of well-qualified candidates, thereby reducing this risk.

Task One: Understanding Fairhaven and Preparing a Profile

The recruitment team begins the search with a simple question. What criteria would the organization use to determine that the appointment was successful?

The recruitment team needs to learn how the organization works from the inside out. It wants to see the organization from the viewpoint of major stakeholders, and it wants to understand and document the major challenges facing the organization. It can then determine what type of experience, technical skills, and personal style candidates will need to be effective in the position. Major stakeholders will be asked their views on the characteristics required for a new Town Administrator to be successful.

A common statement is that when organizations chose a leader they chose a path. The recruitment team needs to understand the path Fairhaven desires to follow in order to identify and recruit a pool of candidates that can meet Fairhaven's needs.

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

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

Standard advertising will be prepared and placed in various venues. At the same time, the recruitment team also engages in extensive network recruitment activities using electronic means and personal contacts. Often the best person for a job is not looking for a job; so networking is a critical part of the process. To attract candidates, the unique challenges of the employment opportunity will be stressed. Work is conducted to find candidates that have faced challenges that are of similar magnitude and importance to those faced by Fairhaven. At the conclusion of networking, the applications from a pool of prospective candidates who best meet the Profile will be presented to the Screening Committee.

The recruitment team will review the applications of recommended paper candidates with the Screening Committee to help it reach a decision on which candidates should be invited for first round interviews. Typically the Collins Center presents six to twelve candidates to the Screening Committee based on the team's professional judgment of the "fit" between candidates and the requirements specified in the Profile.

Assumption: The Center's primary contact will be with a Screening Committee.

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

Task Three: Interviewing and Reference Checking

After candidates are selected for an interview, the recruitment team will design an interview process for the Screening Committee and assist the Screening Committee in implementing the process. During this Task the recruitment team may conduct more intensive telephone interviews, solicit and document references, and reconfirm candidates' interest.

Personal interviews and reference checks are extremely thorough. The recruitment team will speak with employers, professional peers, and subordinates, systematically posing the same questions to references for each potential finalist.

At the Town's request the Center will arrange for credit, criminal history, and verification of educational credentials for the finalists. At the conclusion of Task Three, the Screening Committee will make recommendations of finalists for consideration by the Board of Selectmen.

Outcome: Presentation of qualified well-vetted candidates to the Board of Selectmen

Task Four: Selection

The recruitment team will help the Town plan its interview process by providing written and oral guidance. The Center recommends that all candidates be interviewed on the same day or weekend to facilitate a fair comparison. The recruitment team can help structure the discussion, suggest questions, and offer a format for comparison.

Negotiating the conditions of employment is the sole responsibility of the Town, but the recruitment team will work to clarify issues, establish a framework, and facilitate communication. At the end of the search, all finalists will be notified of the result by Center staff.

Outcome: A selection for Town Administrator that meets the standards defined in the Profile.

Timetable

The following table illustrates the typical sequence of a recruitment of a municipal or public sector professional.

Week	1	2	3	4	5	6	7	8	9	10	11	12
Task 1: Profile			x									
Task 2: Networking/ Paper Candidates							x					
Task 3: Interviews and References										x		
Task 4: Selection												x

In the Center’s experience, in a well-organized and structured recruitment process there are typically two main points of intensive interaction with the client. Specifically, during Tasks One (Profile Development) and during Task Three (Interviewing and reference checking). This Scope assumes that the Center’s team will make three trips to Fairhaven: Profile Development, Review of Paper Candidates, and Preliminary Interviews.

The Center will begin the recruitment within 10 days of receiving a signed agreement. The generic schedule above is dependent on personal schedules with most delays caused by holidays, vacations, and professional schedules. The Center will develop a specific schedule for Fairhaven at the commencement of the engagement.

Professional Fees, Expenses and Payment Schedule

The professional fee for carrying out Tasks One through Four is \$14,000.

Collins will bill the Town \$3500 when the Profile is submitted and an additional \$3500 when Task Two is complete. Collins will bill \$7000 when Task Four is complete.

Reimbursable expenses will be billed when the engagement is complete. The Town will be responsible for candidates’ expenses, advertising, background checks requested by the Town and the Center’s out of pocket expenses (printing, mileage, lodging, etc.). These costs are not included in the Professional Fee. The Center may also recover certain administrative fees where that is consistent with UMass Boston policy. The Center will arrange to have these expenses submitted to the Town.

Qualifications of Project Staff

Richard Kobayashi has over thirty years of public management experience including service as the leader of a development agency in Massachusetts, planning and development director for an economically distressed Massachusetts city, chief planner for a major water/wastewater utility and as chief aide to the Mayor of a densely populated urban city. He has also served as an elected official in his hometown of Belmont, Massachusetts.

He worked with Bennett Associates, a national recruitment firm, for a decade and served as its President in 2007-2008. Mr. Kobayashi holds a Masters degree in Public Administration and was a Loeb Fellow at Harvard University. Mr. Kobayashi will serve as the Project Manager for this recruitment.

Mary Flanders Aicardi has twenty years of municipal human resource experience. She has served as human resources director for Watertown, human resources consultant to Braintree during its transition from a town meeting to city form of government, and is an independent human resources and labor relations consultant.

Ms. Aicardi holds undergraduate and graduate degrees from the University of Massachusetts Amherst. She currently serves as a member of the Commonwealth's Joint Labor Management Committee and serves as Project Manager for most Collins Human Resource projects

REFERENCES

Cohasset, MA

Contact: Fred Koed, Chair, Board of Selectmen
617 710-7512
Position: Town Manager (2013)

South Hadley, MA

Contact: John Hine, Chair, Board of Selectmen
413-374-6820 (cell)
Position: Town Administrator (2012)

Chatham, MA

Contact: Ken Sommer, Chair, Screening Committee
650-888-2207
Florence Seldin, Chair, BOS
508 945 4464
Position: Town Manager (2011)

Burlington, MA

Contact: Brad Bond, Chair, Screening Committee and Chair, Finance Committee
Home: 781-272-8698 Cell: 617-413-6403
Position: Town Administrator (2012)

Foxborough, MA

Contact: Lorraine Brue, Chair, Board of Selectman
508 369-2183
Town Manager (2013/14)

North Reading, MA

Contact: Robert Mauceri, Chair, Board of Selectmen
508-265-5047
Town Administrator (2014)

RELEVANT PROJECT EXPERIENCE

RICHARD KOBAYASHI

- Manager of the Collins Center Recruitment practice since inception in 2008.
- President of Bennett Associates 2007-2008, a national public sector oriented retained Recruitment Firm. (See text of proposal for a sample of searches executed)
- Senior Consultant with Bennett Associates 1997 – 2004
- Resident Municipal Advisor, Kosovo (USAID) 2004 – 2007
- Independent Public Management Consultant 1995 – 2004. Served clients in the US and in Central and Eastern Europe under US Government, UN and World Bank auspices. Resident Municipal Advisor in Kosovo 2004 to 2007.
- Senior Program Manager, MWRA 1989 – 1994
- Director of Planning and Development, Lawrence, MA 1986-1989
- Deputy Assistant Secretary for Municipal Management and Policy
MA Executive Office of Communities and Development 1976 – 1986
- Mayor's Aide, Malden, MA 1972 – 1975
- Elected Water Commissioner in Belmont, MA 1992 – 2002 and Elected Town Meeting Member 1994 – 2014 in Belmont, MA

Education

- BA in Economics – UMASS Amherst
- MPA – Northeastern University
- Loeb Fellow – Harvard University

RELEVANT PROJECT EXPERIENCE

MARY FLANDERS AICARDI

Human Resources & Labor Relations Consultant

- Collins Center Associate in Human Resources since 2009
- Human Resources Consultant, Town of Braintree, MA 2008 – 2009, during the transition from a Town to a City government structure.
- Member, Joint Labor Management Committee (current)
- Personnel Director, Town of Watertown, MA 1995-2004
- Assistant Personnel Director, Town of Barnstable, MA 1992-1995
- Hearing officer in Civil Service pre-disciplinary hearings
- Assessor in a Police Chief selection process
- Expert in progressive discipline, performance appraisal and employee conduct, having presented numerous workshops.
- Participated in all Collins Center Recruitments since 2009.

Education

- Master of Public Administration University of Massachusetts at Amherst
- Bachelor of Arts, Political Science University of Massachusetts at Amherst

Collins Center Recruitment Team Experience

* Work underway but not complete in September 2014

Municipal Managers and Administrators

Belmont	Town Administrator
Bridgewater	Town Manager
Burlington	Town Administrator
Cambridge	Director of Traffic, Parking and Transportation*
Carver	Town Administrator
Chatham	Town Manager
Cohasset	Town Manager
Dracut	Town Manager
Framingham	Town Manager
Foxborough	Town Manager
Great Barrington	Town Manager
Hanover	Town Manager
Longmeadow	Town Manager
Medway	Town Administrator
North Reading	Town Administrator
Northfield	Town Administrator
Plymouth	Town Manager
Princeton	Town Administrator
Rutland	Town Administrator*
Reading	Town Manager
Sharon	Town Administrator
Sherborn	Town Administrator
South Hadley	Town Administrator
Springfield	Chief Administrative and Financial Officer
Topsfield	Town Administrator
Walpole	Town Administrator*
Wilbraham	Town Administrator*
Winthrop	Town Manager

Other Municipal Positions

Worcester	City Auditor and City Treasurer (two positions)
Essex Regional Retirement Board	Executive Director
Lawrence	Finance Director
Medford Housing Authority	Executive Director
New Bedford	Chief Financial Officer
Somerville Retirement Board	Executive Director
Amesbury	Fire Chief and Public Works Director and CFO
Central Mass. Regional. Plan. Council	Executive Director*



PROFESSIONAL SERVICE AGREEMENT
Town of Fairhaven

This Professional Service Agreement (“Agreement”) is made as of this _____ day of _____ (“Effective Date”) between the Town of Fairhaven, MA (“Town”), and the University of Massachusetts (“UMass Boston”), represented by its Edward J. Collins, Jr. Center for Public Management (“Center”), having an address of 100 Morrissey Blvd, Boston, MA 02125-3393 (“the Parties”).

The Center has technical expertise, resources, and capacity available to it, and the Town wishes to engage the Center to provide the Town with technical services. UMass Boston has determined that the proposed services to be provided are consistent with its research, economic development, educational, and public service missions.

Therefore, the Parties hereto mutually agree as follows:

1. Professional Services. The Center agrees to provide the professional services described in Exhibit A (Scope of Services dated November 12, 2014), which is attached hereto and incorporated herein by reference (“Services”). Trained personnel or sub-consultants of the Center shall render the Professional Services.
2. Term. The Center will use reasonable efforts to provide the Professional Services during the period from the date of this Agreement until June 30, 2015. Unless the parties agree to extend the term in writing, this Agreement shall expire at the end of the term or upon the completion of the Professional Services, whichever shall first occur.
3. Confidentiality/Privacy. The Center shall comply with all applicable state and federal laws and regulations relating to confidentiality and privacy.
4. Payments. The Town agrees to pay to UMass Boston a professional fee of \$14,000 for these services. This cost shall include all Center staff time and Center overhead. It does not include reimbursable costs as defined in Exhibit A. The Town agrees to make payments upon receipt of invoices. The Center reserves the right to discontinue work if the Town fails to pay invoices within thirty (30) days of receipt. Payments shall be made to “University of Massachusetts Boston” and shall be sent to:

Edward J. Collins Jr. Center for Public Management
 University of Massachusetts Boston
 100 Morrissey Blvd.
 Boston, MA 02125-3393
 Attn: Stephen McGoldrick

5. Warranty Disclaimer. The Center shall perform the Services in a professional and workmanlike manner. The Center shall endeavor to perform the Services within the schedule set forth herein, but is not liable for failure to meet the schedule. The foregoing warranties are in lieu of all other warranties, express, implied or statutory, including without limitation any implied or express warranties of merchantability, fitness for a particular purpose, or non-infringement of a patent or other intellectual property right.
6. Limitation of Liability. In no event shall UMass Boston be liable for any loss of profits, loss of use, loss of data, cost of cover, indirect, special, exemplary, punitive, incidental or consequential damages of any kind in connection with or arising out of this Agreement or the Services, even if UMass Boston has been advised of the possibility of those damages. Notwithstanding the foregoing, in no event shall its liability arising out of this Agreement or relating to the Services exceed the amounts actually paid.

7. Use of Names. The Town agrees that it will not utilize the name or seal of the University in any advertising promotional material or publicity, without the express written consent of UMass Boston. Reciprocally, UMass Boston will not utilize the name or corporate seal of the Town in any advertising promotional material or publicity, without the express written consent of the Town.

8. Termination. This Agreement may be terminated by either of the Parties upon thirty (30) days written notice of termination to the other. If either of the Parties defaults in the performance of any of its material obligations under this Agreement, then the non-defaulting party may give written notice of the default to the defaulting party. Unless the default is corrected within thirty (30) days after the notice, the notifying party may terminate this Agreement immediately upon written notice. Upon termination of this Agreement by either party, UMass Boston will be reimbursed for all costs and non-cancelable commitments incurred in performance of the Professional Services prior to the date of termination in any amount not to exceed the total commitment set forth in Section 4 of this Agreement. Provided, however, that if professional services are not complete, then UMass Boston will return any pro rata share of payment to the Town not otherwise expended, to the extent permissible.

9. Survival. The obligations of the parties under Sections 3, 4, 5, 6, 7, 8, and 9 survive termination of this Agreement.

10. Independent Contractor. Nothing contained in this Agreement shall be construed to constitute the Center or UMass Boston as a partner, joint venture, employee, or agent of the Town, nor shall either party have the authority to bind the other in any respect, it being intended that each shall remain responsible for its own actions.

11. Governing Law. This Agreement is governed by the laws of the Commonwealth of Massachusetts without regard to any choice of law rules. The Parties agree to exclusive jurisdiction and venue in the Massachusetts Superior Court in Suffolk County.

12. Entire Agreement. This Agreement constitutes the entire agreement between the Parties with respect to the Services, supersedes all prior oral and written agreements with respect to the subject matter, and can be modified only by a written instrument signed by both of the Parties which references this Agreement.

UMass Boston and the Town have caused this Agreement to be executed by their duly authorized representatives as of the Effective Date.

Town

BY: _____

NAME: _____

TITLE: _____

UMass Boston



BY: _____
Stephen McGoldrick, Director

BY: _____
Ellen O'Connor, Vice Chancellor for A & F



120 Daniel Webster Highway
Meredith, NH 03253

tel: 603.279.0352 • fax: 603.279.2548
toll free: 866.501.0352

Municipal Resources
www.municipalresources.com

May 15, 2015

Geoffrey A. Haworth, II
Chairman
Board of Selectmen
40 Center Street
Fairhaven, MA 02719

Re: Town Administrator Recruitment

Dear Mr. Haworth:

Municipal Resources, Inc. is pleased to present the following proposal to assist the Town with its search for its next Town Administrator.

INTRODUCTION

Municipal Resources, Inc. has extensive experience in public sector executive recruitments and our record for helping towns identify and select candidates with the right “chemistry” is impressive. By investing time and energy to learn about the specific challenges of the job and understand the personality of the community, we are able to identify candidates with the right blend of management skill, leadership style, values, philosophy, and approach to ensure a “fit” for success and long tenure.

UNIQUE SERVICES IN PUBLIC SECTOR RECRUITMENT

MRI has been serving municipalities and school districts for more than 20 years. During that time, we have provided services to more than 500 public sector organizations. In conducting recruitment and selection services, we endeavor to do more than merely match candidates to job openings:

- We work closely with you to understand the unique leadership and management aspects of the position that may be unique to your community in order to establish and clarify job expectations.

- 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 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.

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.

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 and to fit within your target budget:

1. Meet with the appointing authority and/or search committee to review the recruitment process, receive input toward developing an "**Ideal Candidate Profile and Challenge Statement**" against which all candidates will be screened, and discuss if and how you would like to involve community members and employees in the process. At this meeting, we will also ask for help to:
 - a. Identify critical organizational issues and challenges;
 - b. Clarify roles, responsibilities, and expectations for the position;
 - c. Establish job success standards;
 - d. 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

- e. Identify the likely issues and opportunities that the next manager must be prepared to address. Once you approve it, the Ideal Candidate Profile and Challenge Statement is posted on MRI's recruitment website for review and consideration by potential applicants.

This can be accomplished in a number of different ways including interviews with elected/appointed officials, staff, and surveys. This information gathering process also allows us to develop pertinent essay questions that are specific to your community. The Ideal Candidate Profile and Challenge Statement will be posted on MRI's recruitment website for potential candidates to review.

2. We will work with the appointing authority to develop a timeline for the recruitment process so that the Client and all candidates can plan accordingly.
3. If requested, we will provide a recommended updated position description.
4. We will develop ad copy, recommend advertising venues, and coordinate placement of the ads (advertising costs are billed directly to the client unless otherwise agreed). Resumes are typically received for at least 30 days.
5. We will research MRI's data base and contact potential candidates from other similar recruitments we have conducted in the past 12 months.
6. We will canvas MRI's professional network to identify and reach out to promising potential candidates to invite their application.
7. We will receive and hold all resumes in confidence until the semi-finalists are chosen for interview. 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.
8. 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.

9. We will establish a team of professional consultants who will screen and review all resumes for minimum qualifications before ranking them against the Ideal Candidate Profile.
10. We will develop a written essay questionnaire to the top qualified candidates (generally 15 to 20 candidates), focusing the questions on matters of special relevance to the client's needs or current situation. The questions will be prepared in consultation with the appointing authority. 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.
11. After essay responses have been returned, reviewed, and ranked, we conduct a web search of the top candidates (generally 10 to 12), to identify potential issues or controversies in other jurisdictions. Then, two (2) members of our team will conduct telephone interviews with these candidates placing the focus on 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 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. Typically, we reduce the pool to six (6) semi-finalists for local interviews at this juncture.

At this point in the process, there are several ways the recruitment can progress, as determined best by the client:

12. **ALTERNATIVE 1:** The MRI team of professional management consultants will conduct onsite interviews with the top 4 to 6 candidates (interview room and on-site lunch for panel to be provided by the client). The top candidates emerging from that interview would be presented to the appointing authority for interview.

ALTERNATIVE 2: If the client decides to have community and/or employee input into the process, the MRI team can facilitate two rounds of interviews; the first may include up to three separate panels (panel #1 consisting of 5 to 7 municipal employees; panel #2 consisting of 7 to 9 community representatives; and panel # 3 consisting of MRI's team of professional managers). The selection of the panelists is up to the appointing authority with input from MRI. Each panel will be facilitated by a member of our consultant team. The second round will



consist of individual interviews with the appointing authority and the top two to four candidates that emerge from the first round of interviews.

ALTERNATIVE 3: Some other structured approach that the client wishes to incorporate.

13. Following interviews with the finalists, the appointing authority, in consultation with our lead consultant, will determine what, if any, additional steps are needed to arrive at a final selection. In some instances, additional interviews are required, in others, the final selection is readily apparent and we move to negotiations immediately.
14. We will assist with development of terms and conditions of employment, preparation of a conditional offer of employment, creating a draft of an employment agreement, and development of initial goals and objectives.
15. If the final candidate will be relocating to the community from a significant distance, we recommend and will coordinate a family visit to the community prior to making a conditional offer of employment.
16. We will coordinate physical, medical, and psychological exams as desired.
17. We will complete a detailed background check on the selected candidate which shall include, but not be limited to, previous employment, and criminal and motor vehicle records checks, finances, references, and interviews with previous employers.

TIMELINE

We have significant experience structuring and conducting all sorts of executive recruitment projects for municipalities, and we are very willing and able to customize our approach to accommodate any unique requirements of a community or to fit within budget constraints.

A recruitment as described above typically takes approximately **90-120 days** to complete. MRI is ready to begin work on the recruitment as soon as a contract has been executed.



FEES

Fees for services are based upon the specific recruitment and selection process that is structured for your unique circumstances. A very basic process that focuses primarily on review and ranking of candidates with little involvement in the interviews and requires limited selection follow-up service may cost as little as \$5,000; **the cost of the more comprehensive process outlined above will range up to \$15,000**, but will be determined by the actual process desired by the community. 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 of your manager or administrator is the best possible fit for your community. The cost of the recruitment package does not include the actual cost of the advertising or lunch for the panels on the day of interviews.

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.

We have significant experience structuring and conducting all sorts of executive recruitment projects for municipalities, and we are very willing and able to customize our approach to accommodate any unique requirements of a community or to fit within budget constraints.

ABOUT MRI

Founded in 1989, the MRI team includes two principals, a staff of eleven full-time professionals, four administrative support staff, ten part-time professionals, and a large group of professional affiliates who are available for consulting services as necessary.

MRI is committed to providing innovative and creative solutions to the problems and issues facing local governments, school districts, and community based organizations throughout New England. We are a New Hampshire corporation operating from a primary office in Meredith,



New Hampshire, with field offices in Camden, Maine; Northampton, Massachusetts; and Harrisburg, Pennsylvania.

Our seasoned management staff can tailor services to specific client needs. Our clients realize that we have been in their shoes; we have the experience, sensitivity, and desire that it takes to develop and deliver services that specifically meet their needs.

Our collective experience in local government operations, coupled with our understanding the realities of today's economic, regulatory, and political environments, gives MRI a unique capability that can significantly help elected and appointed local officials address the problems and challenges of organizing, managing, and delivering core community services.

MRI's municipal government expertise includes the following categories:

- Management and operational assessments of departments/agencies
- Reorganization/consolidation studies
- Regionalization feasibility studies
- Community and economic development, including land use regulations and control
- Budget and finance
- Public works and engineering
- Assessing
- Personnel management and recruitment
- Collective bargaining
- Internal investigations
- Risk management
- Public safety studies, including police, fire, EMS, and emergency management
- Emergency planning and exercises
- Building inspection and code enforcement

MRI has considerable expertise and experience in recruiting highly qualified individuals for management positions, such as town/city manager, town administrator, finance director, personnel director, planning and community development director, police chief, fire chief and public works director. We develop and administer assessment centers and public safety promotional examinations. Key leadership positions can also be filled on an interim or long-term basis by MRI's highly experienced subject-matter experts.

The firm also focuses on school district assistance with specific services that include finance management, human resources, school safety and security, federal funds accounting, facilities management, management studies, interim personnel placements and other areas.



Geoffrey A. Haworth, II

May 15, 2015

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The depth of MRI's experience is reflected not only in the experience of its associates, but in the scope of services it provides its clients, from organizational and operational assessments of individual organizations to ongoing contracted services for various town government and school business support activities, you will find that we approach every assignment with enthusiasm, responsiveness, creativity, and absolute integrity. We are very proud of our record and reputation for supporting quality local government services through better organization, operation, and communication.

Sincerely,

A handwritten signature in blue ink that reads "Alan S. Gould". The signature is written in a cursive style with a large initial "A".

Alan S. Gould

Vice President



MANAGEMENT RECRUITMENT REFERENCES

MASSACHUSETTS

Ashland, MA

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

Boylston, MA

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

Danvers, MA

Town Manager 2014
Stephen Delaney
HR Director
One Sylvan Street
Danvers, MA 01923
(978) 777-0001

Dartmouth, MA

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

Kingston, MA

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

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

Manchester-by-the-Sea, MA

Town Administrator 2012
Police Chief 2007
Wayne Melville, Town Administrator
10 Central Street
Manchester-by-the-Sea, MA 01944
(978) 526-2000

Marblehead, MA

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

Mendon, MA

Town Administrator 2013
Diane Willoughby
Administrative Assistant
20 Main Street
Mendon, MA 01756
(508) 473-2312

Monson, MA

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

Plainville, MA

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

Seekonk, MA

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

Wayland, MA

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

Wenham, MA

Town Administrator 2015
Jack Wilhelm, Chairman
Wenham Board of Selectmen
138 Main Street
Wenham, MA 01984
(978) 468-5520



CONNECTICUT

Cromwell, CT
Town Manager 2013 & 2015
Public Works Director 2014
Mertie Terry, First Selectman
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

MAINE

Berwick, ME
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
Sheila Hill-Christian
Acting City Manager
City of Portland
389 Congress Street
Portland, ME 04101
207-874-8300

Somerset County, ME
County Administrator 2013
Earla J. Haggerty
Interim County Administrator
Somerset County
41 Court Street
Skowhegan, ME 04976
207-474-9861, X-232

NEW HAMPSHIRE

Allenstown, NH
Town Administrator 2010
Paul Apple, Town Administrator
16 School Street
Allenstown, NH 03275
(603) 485-4276

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

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

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

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

Enfield, NH
Town Administrator 2005
Enfield Board of Selectman
PO Box 373
Enfield, NH 03748
(603) 632-7389

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

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



NEW HAMPSHIRE - CONTINUED

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

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

Moultonborough, NH
Town Administrator 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

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

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

Raymond, NH
Town Manager 2007
Board of Selectmen
4 Epping Street
Raymond, NH 03077
(603) 895-4735

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

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

Somersworth, NH
Director Dept. of Public Works 2013
Economic Development Mgr. 2012
Fire Chief 2011
Robert M. Belmore, City Manager
City of Somersworth
One Government Way
Somersworth, New Hampshire 03878
603-692-9503

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

PENNSYLVANIA

Gettysburg, PA
Borough Manager 2010
Borough Offices
59 East High Street
Gettysburg, PA 17325
(717) 334-1160

RHODE ISLAND

Portsmouth, RI
Town Administrator 2011 & 2015
Police Chief 2013
Fire Chief 2012
John Klimm, Town Administrator
2200 East Main Road
Portsmouth, RI 02871
(401) 683-3255

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



PUBLIC SAFETY RECRUITMENT REFERENCES

MASSACHUSETTS

Acton, MA

Fire Chief 2011
Marianne Fleckner
Director of Human Resources
472 Main Street
Acton, MA 01720
(978) 929-6613

Andover, MA

Police Chief Assessment Center 2013
Fire Chief 2006
Reginald "Buzz" Stapczynski,
Town Manager
36 Bartlet Street
Andover, MA 01810
(978) 623-8225

Assumption College

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

Avon, MA

Organizational Assessment &
Interim Fire Chief 2004
Fire Chief Recruitment 2006
Board of Selectmen
65 East Main Street
Avon, MA 02322
(508) 588-0414

Barnstable, MA

Deputy Fire Chief 2012
Frank Pulsifer, Fire Chief
3249 Main Street
Barnstable, MA 02630
(508) 362-3312

Barnstable Fire District

Water Department

Superintendent 2012
Jon R. Erickson, Superintendent
1841 Phinney's Lane
Barnstable, ME 02630
(508) 362-6498

Brookline, MA

Fire Chief 2011
Melvin Kleckner, Town Administrator
333 Washington Street 6th Floor
Brookline, MA 02445
(617) 730-2200

C-O-MM Fire District (Centerville, Osterville & Marston Mills)

Fire Chief 2013
John M. Farrington, Fire Chief
C-O-MM Fire District
Centerville Fire Headquarters
1875 Falmouth Road (Route 28)
Centerville, MA 02632-3117
(508) 790-2375

Concord, MA

Police Chief 2014
Christopher Whelan
Town Manager
Town of
Concord
PO Box 535
22 Monument Square
Concord, MA 01742
(978) 318-3000

Dartmouth, MA

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

East Longmeadow, MA

Police Chief 2005
Town Administrator
60 Center Square
East Longmeadow, MA 01028-2457
(508) 835-3490

Gloucester, MA

Fire Chief 2012
James A. Duggan
Chief Administrative Officer
9 Dale Avenue
Gloucester, MA 01930
(978) 281-9700

Granby, MA

Fire Chief Assessment Center 2005
Chris Martin, Town Adm.
250 State Street
Granby, MA 01033
(413) 467-3101

Hubbardston, MA

Police Chief 2006
Trudy O'Connell, Town
Administrator
PO Box 206
Hubbardston, MA 01452-0206
(978) 928-1403

Lexington, MA

Fire Chief 2012
Fire Staffing Study 2012
Fire Lieutenant Assess Ctr.
Fire Captain Assess Ctr.
Carl Valente, Town Manager
Denise Casey, HR Director
1625 Massachusetts Avenue
Lexington, MA 02420
(781) 862-0500

Longmeadow, MA

Fire Chief Recruitment 2015
Stephen J. Crane, Town Manager
Town of Longmeadow
20 Williams Street
Longmeadow, MA 01106
(413) 565-4100

Manchester-by-the-Sea, MA

Town Administrator 2012
Police Chief 2007
Wayne Melville, Town Administrator
10 Central Street
Manchester-by-the-Sea, MA 01944
(978) 526-2000

Marlborough, MA

Fire Chief Recruitment 2015
David B. Brumby
Personnel Director
City of Marlborough
140 Main Street
Marlborough, MA 01752
(508) 460-3706



MASSACHUSETTS CONTINUED

Millville, MA

Police Chief Assessment Center 2007
Helen M. Coffin, Executive Secretary
Town of Millville
PO Box 703
Millville, MA 01529
(508) 883-1186

Natick, MA

Fire Chief Assessment Center 2014
Board of Selectmen
13 East Central Street
Natick, MA 01760
(508) 647-6400

Plainville, MA

Fire Chief Assessment Center 2014
Plainville Board of Selectmen
PO Box 1717
142 South Street
Plainville, MA 02762
(508) 695-3142

South Hadley, MA

Fire District 2, Clerk/Treasurer 2015
Kenneth McKenna, Chairman
Prudential Committee
20 Woodbridge Street
South Hadley, MA 01075
(413) 534-5748

Southampton, MA

Town Administrator 2007
Fire Chief Assessment Center 2006
Board of Selectmen
Regina Shea-Sullivan, Adm. Asst.
PO Box 379
Southampton, MA 01073
(413) 529-0106

Southborough, MA

Fire Chief Assessment Center
17 Common Street
Southborough, MA 01772
(508) 485-0710

Stoughton, MA

Town Manager 2012
John Stagnone, Chairman
Board of Selectmen
10 Pearl Street
Stoughton, MA 02072
(781) 341-1300

Sudbury, MA

Fire Chief Assessment Center 2004
Town of Sudbury
278 Old Sudbury Road
Sudbury, MA 01776-1843

(978) 443-8891

Wellesley, MA

Fire Chief 2008
Hans Larsen
Executive Director
Town of Wellesley
525 Washington Street
Wellesley, MA 02482
(781) 431-1019

Westwood, MA

Police Chief Assessment Ctr 2013
Michael Jaillet, Town Administrator
Town of Westwood
580 High Street
Westwood, MA 02090
(781) 326-4172

Weston, MA

Fire Chief Recruitment 2007
Donna S. VanderClock
Town Manager
Town of Weston
PO Box 378
Weston, MA 02493
(781) 893-7320

Wilbraham, MA

Shift Commander Assessment 2009
Francis Nothe, Fire Chief
Wilbraham Fire Department
2770 Boston Road
Wilbraham, MA 01095
(413) 596-3122

NEW HAMPSHIRE

Amherst, NH

Fire Chief Recruitment 2015
James O'Mara, Jr.
Town Administrator
PO Box 960
Amherst, NH 03031
(603) 673-6041

Ashland, NH

Police Chief 2001
Board of Selectmen
PO Box 517
Ashland, NH 03217
(603) 968-4432

Durham, NH

Police Chief 1996
Board of Selectmen
15 Newmarket Road
Durham, NH 03824
(603) 868-5571

Fitzwilliam, NH

Police Chief 2013
Paula Thompson
Town Administrator
13 Templeton Turnpike
PO Box 725
Fitzwilliam, NH 03447
(603) 585-7723

Goffstown, NH

Police Chief 2014
Sue Desruisseaux
Town Administrator
16 Main Street
Goffstown, NH 03045
(603) 497-8990

Hinsdale, NH

Police Chief 2012
Jill Collins, Town Administrator
PO Box 13
Hinsdale, NH 03451
(603) 336-5710

Hudson, NH

Police Chief Assessment Center 2008
Police Synergy for Sgt. & Lt.
Stephen Malizia, Town Adm.
12 School Street
Hudson, NH 03051
(603) 886-6024



NEW HAMPSHIRE - CONTINUED

Lincoln, NH
Police Chief 1998
Police Study – 1999
Board of Selectmen
PO Box 25
Lincoln, NH 03251
(603) 745-2757

Londonderry, NH
Fire Chief 2007
Town Manager
268-B Mammoth Road
Londonderry, NH 03053
(603) 432-1100

Madison, NH
Police Chief 2003
Board of Selectmen
PO Box 248
Madison, NH 03849
(603) 367-4332

McGregor Memorial EMS
Executive Director 2013
Astrid Wielens, Chair
McGregor Memorial EMS
c/o Zebra Crossings
61 Locust Street
Dover NH 03820
(603) 312-2052

Newbury, NH
Police Chief 2005
Dennis Pavlicek, Town Adm.
PO Box 296
Newbury, NH 03255
(603) 763-4940

Newton, NH
Fire Chief Recruitment 2014
Nancy J. Wrigley
Town Administrator
PO Box 378 • 2 Town Hall Road
Newton, NH 03858
(603) 382-4405 x14

Peterborough, NH
Fire Chief 2004
Pamela Brenner, Town Adm.
One Grove Street
Peterborough, NH 03458
(603) 924-3201

Rindge, NH
Police Chief 2012 & 2014
Carlotta Pini, Town Adm.
30 Payson Hill Road
Rindge, NH 03461
(603) 899-5181

Stratham, NH
Police Chief 2009
Paul Deschaine
Town Administrator
Town of Stratham
10 Bunker Hill Ave.
Stratham, NH 03885
(603) 772-7391

Weare, NH
Police Chief Recruitment 2013 & 2015
Organizational Assessment &
Interim Police Chief 1994
Board of Selectmen
PO Box 190
Weare, NH 03281
(603) 529-7525

Wolfeboro, NH
Police Chief 2004
David Owen, Town Manager
PO Box 629
Wolfeboro, NH 03894
(603) 569-8161

PENNSYLVANIA

Chambersburg, PA
Fire Chief 2006
Mr. David Finch
Assistant Borough Manager
Borough of Chambersburg
100 S. 2nd Street
Chambersburg PA 17201-2512

State College, PA
Fire Director 2006
Mr. James Steff
Executive Director
Centre Region Council of Governments
State College PA 16801

Villanova University
Public Safety Director – 2007
Kenneth Valosky, Vice President
Finance and Administration
Villanova University
The American College
Huebner Hall
270 So. Bryn Mawr Avenue
Bryn Mawr, PA 19010
(601) 519-4532

VERMONT

Windsor, VT
Police Chief Recruitment 2014
Tom Marsh, Town Manager
29 Union Street
Windsor, VT 05089
(802) 674-6786





May 14, 2015

Members of the Board of Selectmen
Town of Fairhaven
40 Centre Street
Fairhaven, MA 02719

Dear Members of the Board:

Thank you for the opportunity to provide you with a proposal for the Town of Fairhaven's Town Administrator recruitment and selection process. GovHR USA prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position. For this recruitment, GovHR USA will be partnering with Groux and Associates of North Chatham, Massachusetts. Further Ms. (Daley) Earl, GovHR's principal consultant assigned to the recruitment, lived and worked on Cape Cod for eleven years and is significantly familiar with the local government structure in the state.

QUALIFICATIONS AND EXPERIENCE

GovHR USA is a public management consulting firm serving municipal clients and other public sector entities on a national basis. We work exclusively in the public sector, offering customized executive recruitment services, as well as providing other management studies and services for communities. GovHR USA is certified as an FBE (Female Business Enterprise) in the State of Illinois.

GovHR USA was established in 2009 as Voorhees Associates, LLC. In January, 2014 Voorhees Associates combined with GovTempsUSA to form GovHR USA. This combination enables us to more effectively serve our clients by utilizing our combined resources to provide not only executive recruiting and management consulting, but also temporary staffing solutions, including short-term, long-term, and interim placements. Our headquarters offices are in Northbrook, Illinois. GovHR USA is led by Heidi Voorhees, President, and Joellen Earl, CEO. Ms. Voorhees previously spent 8 years with the nationally recognized public sector consulting firm, The PAR Group and was President of The PAR Group from 2006 – 2009. Ms. Voorhees has conducted more than 220 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 12 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service with the Villages of Wilmette and Schaumburg, Illinois, as well as the City of Kansas City, Missouri. Ms. Earl is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Earl has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

650 Dundee Road, Suite 270, Northbrook, Illinois 60062
Local: 847.380.3240 Toll Free: 855.68GovHR (855.684.6847) Fax: 866.401.3100 GovHRUSA.com

EXECUTIVE RECRUITMENT • INTERIM STAFFING • MANAGEMENT AND HUMAN RESOURCE CONSULTING

The firm has a total of twenty-two consultants, both generalists and specialists (public safety, finance, parks, etc.), who are based in Arizona, Florida, Illinois, Michigan, and Wisconsin, as well as five reference specialists and eight support staff.

Groux and Associates is a Massachusetts based, municipal consulting firm, specializing in services to local governments. Our services include recruitment of town and city managers and administrators for Boards of Selectmen and City Councils, as well as recruitment for other key municipal positions; development of Home Rule Charters for Charter Commissions; interim management services; and organizational studies of city and town governments.

Experience

GovHR USA has completed 214 recruitments since its establishment in 2009, including 71 for city management positions. We are currently conducting recruitments for Lake Geneva, Wisconsin; Maryland Heights, Missouri; Mokena, Mount Prospect, Schiller Park, and Washington, Illinois; Waldwick Borough, New Jersey; Provincetown, and Williamstown, Massachusetts. We have 16 current recruitments in various stages of completion. Our consultants are experienced executive recruiters who have conducted over 450 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we've held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

Groux and Associates was established in 1999 with offices in Chatham, Massachusetts. Thomas J. Groux is the President and has conducted over 25 town manager and administrator recruitments, interim management assignments, development of Charters for Charter Commissions and advised numerous municipalities on organization structures and operations.

References

The following references can speak to the quality of service provided by GovHR USA (recruitments marked * were conducted under the firm's previous name, Voorhees Associates):

City Administrator recruitment

City of Lincoln, Illinois (population 14,300)
Keith Snyder, Mayor
700 Broadway Street
Lincoln, IL 62656
217-735-1612
mayor@cityoflincoln-il.gov

Village Manager recruitment*

Village of Hinsdale, Illinois (population 16,800)
Thomas Cauley, Jr., Village president
19 E. Chicago Ave.
Hinsdale, IL 60521
630-789-7000
tcauley@villageofhinsdale.org

Village Manager recruitment*

Village of Brown Deer, Wisconsin (population 12,000)
Carl Krueger, Village President
4800 West Green Brook Drive
Brown Deer, WI 53223
414/371-3000
carl@ckrueger.net

City Manager recruitment

City of Beloit, Wisconsin (population 37,000)
Charles Haynes, Council President
100 State Street
Beloit, WI 53511
608-364-6600
haynesc@beloitwi.gov

The following references can speak to the quality of service provided by **Groux and Associates**:

Town Administrator Recruitment

Town of Yarmouth, MA (pop 24,000)
Eric Tolley, Chairman, Board of Selectmen (508 362 8883)
Peter Carnes, Chairman, Search Committee (508 565 1717)

Town Manager Recruitment

Town of Foxborough, MA (pop 16,000)
Anthony LaChapelle, Chairman, Search Committee (508 272 2212 cell)

Town Manager Recruitment

Town of Hamilton, MA (pop 8,500)
Laurie Wilson, Chairman, Search Committee (978 468 2621 cell)
David Carey, Chairman, Board of Selectmen (978 468 9932 cell)

Town Manager Recruitment

Town of Westford, MA (pop 21,300)
Robert Jefferies, Chairman, Board of Selectmen
And Search Committee (978 692 4471)

Town Administrator Recruitment

Town of Harwich, MA (pop 12,000)
Robin Wilkens, Chairman, Board of Selectmen (508 432 6821)

Consultant Assigned

GovHR USA CEO Joellen Earl will be responsible for your recruitment and selection process.

Joellen C. (Daley) Earl
CEO

Ms. Earl is regarded for the commitment and dedication she has shown in her service to local government over her twenty-four year career. She is a seasoned manager, with expertise in public sector human resources management. She has worked in three states: Massachusetts, North Carolina and Illinois; and in six jurisdictions, with populations ranging from 15,000 to 150,000: Holden, Northborough, Yarmouth and Barnstable, Massachusetts; Catawba County, North Carolina; and Evanston, Illinois. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Earl has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

Ms. Earl is an excellent communicator, with exceptional interpersonal skills. She has developed and maintained relationships with numerous colleagues, elected officials and private sector local government partners. She has built a reputation of being fair and impartial in her dealings. She is a skilled negotiator. In her various capacities, she has developed proposals and negotiated significant land and development transitions, particularly on Cape Cod and in North Carolina, involving both public sector and private business partners. In addition, her ability to achieve consensus among parties has resulted in numerous successor collective bargaining agreement settlements with various labor unions in Massachusetts and Illinois. She has held the distinction of lead negotiator in several jurisdictions and has delivered successfully in every situation.

One of Ms. Earl's significant abilities is to think and act strategically. She has the proven ability to start with a conceptual idea, identify stakeholders, develop a scope of work, supervise the agreed upon process, and deliver desired outcomes. Specific examples include:

Cape Club Property Acquisition and Creation of Pilot House II
Unified Development Ordinance and Mental Health Agency Merger
Community Budget Process

Barnstable, MA
Catawba County, NC
Evanston, IL

In addition, she is adept at assessing service delivery, identifying efficiencies and areas of opportunities and implementing recommendations. In Evanston, she took a newly formed department of Administrative Services and improved operations in all areas: Finance, Human Resources, Information Technology and Parking Operations, with a 30% reduction in staff.

Ms. Earl holds an undergraduate degree in Economics from Worcester State College in Worcester and a Master of Public Administration degree from Northeastern University in Boston, MA. She is a proponent of continuing education and continuous learning. She attended the Senior Executive Institute, Leading, Educating and Developing (LEAD) Program, at the University of Virginia's Weldon Cooper Center for Public Service in 2008.

Ms. Earl has valued her professional affiliations throughout her career and has been privileged to serve on numerous local, state and national committees. A highlight was serving on the International City/County Management Association (ICMA) Executive Board from 2001 to 2003. Ms. Earl is married, has two children and is active in her children's schools and church community.

Co-Consultant Assigned

Groux and Associates' President Thomas Groux and GovHR USA CEO Joellen Earl will be responsible for your recruitment and selection process.

Thomas Groux President, Groux and Associates

Mr. Groux, President of Groux and Associates, established the firm in 1999. He has extensive experience in local government having served as a town manager and city manager in Massachusetts, Connecticut, New Jersey and New York. Mr. Groux has completed more than 25 town manager or town administrator recruitments in Massachusetts. In addition to the five towns listed above, Mr. Groux has also recruited managers and administrators for such other communities as: Duxbury, North Andover, Winthrop, Provincetown, Lexington, Framingham, Wellfleet, Southbridge, Cohasset and Hingham.

Mr. Groux's professional experience in Massachusetts includes service as the first town manager in Winchester, Duxbury and Chatham following the adoption of Home Rule Charters in those three towns. He also served as Dean of Administration and Finance at Middlesex Community College. During his municipal management career he served on the Board of Directors of the MMA; was a founding member of the Massachusetts Municipal Depository Trust (MMDT); as a Governor's appointee to the Joint Labor

Management Committee (JLMC) for 18 years; and also served on the Local Government Advisory Committee (LGAC).

Prior to his Massachusetts's municipal career Mr. Groux served in local government in Groton, Connecticut; Yonkers, N.Y.; and Howell, N.J. and for three years was Assistant for Professional Affairs of the American Institute of Planners in Washington D.C. Mr. Groux holds a Bachelor's Degree from Fordham University and took post-graduate studies at New York University until he was called to active military service as an Officer in the United States Air Force where he served as a Squadron Commander in State side assignments and in Pakistan.

SCOPE OF WORK

A typical recruitment and selection process can take 175 hours to conduct. At least 50 hours of this time is "administrative" including ad placement, acknowledgment of résumés, reference interviews, and due diligence on candidates. These tasks may take longer if someone is performing them for the first time. We believe our experience and ability to professionally administer your recruitment will provide you with the best possible outcome. GovHR USA clients are kept informed of the progress of a recruitment throughout the recruitment process. Consultants are always available to provide information and answer questions, and details of the process such as placement of advertising and applications received are discussed in regular updates via either telephone or email.

GovHR USA suggests the following approach to your recruitment, subject to your requests for modification:

Phase I – Position Assessment, Position Announcement and Brochure Development

Phase I will include the following steps:

- **Interviews** with the Members of the Board of Selectmen, and the Town's senior staff as well as any other individuals you deem appropriate to best understand the responsibilities, challenges, and culture of the Town.

At least eight (8) hours of one-on-one interviews will be conducted with elected officials, staff and the public in order to develop our Recruitment Brochure. This important document outlines the expectations that the Town has for its next Town Administrator, providing us with the information we need to target our recruitment. During this process we will assist you with establishing the salary for the Town Administrator by conducting a salary survey of comparable communities, if so desired.

- **Development of a Position Announcement.**
- **Development of a detailed Recruitment Brochure** for your review and approval.
- **Agreement on a detailed Recruitment Timetable.**

Phase II – Advertising, Candidate Recruitment and Outreach

Phase II will include the following steps:

- **Placement of the Position Announcement** in appropriate professional online publications. In addition to public sector publications and web sites, outreach will include LinkedIn and other private sector resources. We can provide the Town with placement recommendations, if so desired.

- The development of a database of potential candidates unique to the position and to the Town of Fairhaven, focusing on the leadership and management skills identified in Phase I as well as size of organization, and experience in addressing challenges and opportunities also outlined in Phase I.
- Outreach will be done through e-mail and telephone contacts as appropriate. GovHR USA consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential candidates. With more than 600 collective years of municipal and consulting experience among our consultants, we often have inside knowledge about candidates.

Phase III – Candidate Evaluation and Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure.
- Candidates will be interviewed by skype or facetime to fully grasp their qualifications and experience as well as their interpersonal skills. This is an hour long interview, asking specific questions about their experience and skill set. This allows us to ask follow up questions and probe specific areas. It also provides us with an assessment of their verbal skills and their level of energy for and interest in the position.
- Formal and informal references (two per candidate) and an internet search of each candidate will be conducted to further verify candidates' abilities, work ethic, management and leadership skills, analytical skills, interpersonal skills, ability to interact with the media, and any areas identified for improvement.
- All résumés will be acknowledged and contacts and inquiries from candidates will be personally handled by GovHR USA, ensuring Fairhaven's process is professional and well regarded by all who participate.

Phase IV – Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR USA will prepare a **Recruitment Report** that presents the credentials of those candidates most qualified for the position. You will advise us of the number of reports you will need for the individuals involved in this phase of the recruitment and selection process. We provide a binder which contains the candidate's cover letter and résumé. In addition, we prepare a "mini" résumé for each candidate, so that each candidate's credentials are presented in a uniform way. As résumés come in all different formats, these "mini" résumés will give you a clear, consistent look at each candidate "at a glance."
- GovHR USA will provide you with a log of all candidates who applied. You may also review all of the résumés should you so desire.
- GovHR USA will meet with you to review the Recruitment Report and expand upon the information provided. The report will arrive two to three days in advance of the meeting, giving you the opportunity to fully review it. In addition to the written report, we will spend 2 to 3 hours with you to bring the candidates to "life" by reviewing their telephone interview and providing excerpts from two (2) references we will have done on the individual.

Phase V –Interviewing Process

Phase V will include the following steps:

- At the Recommendation meeting, the Interviewing Process will be finalized including the discussion of any specific components you deem appropriate, such as a writing sample.
- GovHR USA will develop the first and second round interview questions for your review. GovHR USA will provide you with interview books that include the credentials each candidate submits, a summary of each candidate's credentials, a set of questions with room for interviewers to make notes, and an evaluation sheet to assist interviewers in assessing each candidate's skills and abilities.
- GovHR USA will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. The schedule will incorporate a tour of Town of Fairhaven facilities and interviews with Department Heads and elected officials.

We offer a community "Meet and Greet" option, at no charge, as a means for the community to interact and get to know the candidates in an informal setting. At this "Meet and Greet," candidates would give a brief overview of themselves and answer questions from the audience.

- Once candidates for interview are selected, additional references will be contacted, along with verification of educational credentials, criminal court, credit, and motor vehicle and records checks. Using the candidate's name and work experience we review the top 200 search results available from Google, as well as his/her activity (if publicly available) on Facebook, Twitter, and other social media platforms. Employment verification can also be provided if so desired.

GovHR USA recommends a two-step interviewing process with (typically) five candidates interviewed in the first round. Following this round, we strongly suggest that two or three candidates are selected for second round interviews. Again, we will prepare a second round of interview questions and a "score sheet."

- GovHR USA consultants will be present for all of the interviews, serving as a resource and facilitator.

Phase VI – Appointment of Candidate

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

Optional 360° Evaluation

As a service to the Town of Fairhaven, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed Town Administrator at about six months into his or her employment. This evaluation will include seeking feedback from both Elected Officials and Department Directors, along with any other constituent the Town feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR USA will prepare a proposal for this service.

Recruitment Schedule

A detailed recruitment schedule will be provided in Phase I. The recruitment and selection process typically takes 90 days from the time the contract is signed until the candidate is appointed. We can work with you on a shorter process, should you so desire.

Our typical recruitment process includes the following milestones and deliverables:

On-site interviews of Fairhaven officials and staff, development and approval of recruitment brochure Deliverable: recruitment brochure	weeks 1-2
Placement of professional announcements; candidate identification, screening, interview and evaluation by consultant	weeks 3-8
Consultant recommendation to Board of qualified candidates Deliverable: recruitment report	week 9
Selection of candidate finalists by Board; additional background and reference checks, report preparation and presentation Deliverable: interview reports including suggested questions and evaluation sheets	week 10
Interviews of selected finalist candidates; Board selection of final candidate; negotiation, offer, acceptance and appointment	weeks 11-12

Summary of Costs

Recruitment Fee:	\$12,000
Recruitment Expenses: (not to exceed)	3,500
Expenses include consultant travel, postage/shipping, telephone, support services, copying etc. Also includes candidate due diligence efforts.	
Advertising costs	2,000*
Total Fees:	\$17,500**

*Advertising costs over \$2,000 will be placed only with client approval. If less than \$2,000, Client is billed only for actual cost.

**This fee does not include travel and accommodations for candidates interviewed. Recruitment brochures are produced as electronic files. Printed brochures can be provided, if desired, for an additional cost of \$900.

The above cost proposal is predicated upon three consultant visits to Fairhaven; the first for the recruitment brochure interview process; the second to present recommended candidates; and the third for the candidate interview process. Any additional consultant visits requested by the Board may result in an increase in the travel expenses and those expenses will be billed to the client.

Payment for Fees and Services

Professional fees and expenses will be invoiced as follows: Recruitment expenses and the costs for the Recruitment Brochure printing will be itemized with sufficient detail and invoiced as incurred. In addition, the Recruitment Fee will be invoiced in three (3) equal payments, billed during the course of the recruitment. The first invoice for the Recruitment Fee will be sent upon acceptance of our proposal. The second invoice will be sent following the recommendation of candidates and will include any expenses incurred to date. The final invoice will be sent upon completion of the recruitment assignment and will include all remaining expenses. Upon receipt of each invoice the Town will approve payment in accordance with its claims procedures within thirty (30) days of receipt.

GovHR USA Guarantee

It is the policy of GovHR USA to assist our clients until an acceptable candidate is appointed to the position. Therefore, no additional professional fee would be incurred should the Board not make a selection from the initial group of recommended candidates and request additional candidates be developed for interview consideration. Additional reimbursable expenses may be incurred should the situation require consultant travel to Fairhaven beyond the planned three visits.

Upon appointment of a candidate, GovHR USA provides the following guarantee: should the selected and appointed candidate, at the request of the Town of Fairhaven or the employee's own determination, leave the employ of the Town of Fairhaven within the first 24 months of appointment, we will, if desired, conduct another search for the cost of expenses and announcements only.

In addition, in accordance with the policy of our firm as well as established ethics in the executive search industry, we will not actively recruit the placed employees for a period of five years.

Why Choose GovHR USA?

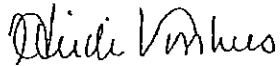
The heart and soul of a professional recruitment firm is the expertise it brings to its clients. GovHR USA consultants are all experienced local government executives who have demonstrated careers and expertise that brings first hand knowledge of the disciplines in which they now consult. This knowledge can assist clients in designing the appropriate interview questions, the development of written and oral exercises to best assess candidates' abilities, and facilitation of the clients' discussion of the candidates.

Our process reflects the client's goals and objectives—therefore, the time we spend developing the Recruitment Brochure is critical in our understanding of the challenges, opportunities, and culture of the position under consideration. Our candidate assessment and interviewing skills are based on thousands of interviews over the course of our Consultants' many years of experience in the recruitment and selection field. This professional familiarity allows us to be sensitive to the nuances, not only the obvious. In addition, as experienced local government professionals, our Consultants are able to ask probing, thoughtful questions and effectively evaluate the candidates' answers. We provide the client with a diverse list of potential candidates who have been fully vetted by our staff and who are truly interested in and well-qualified for the position. We respect the confidentiality of candidates' applications and are respectful of the candidates' current employment situation when we conduct reference calls. We are not a gatekeeper—clients will be provided with a list of everyone who applied and may view the résumés should they so desire.

Our firm's executive recruitment standards embrace a professional process of integrity, trust, and respect toward all parties involved and a commitment toward meeting the expressed needs and desires of our Client. Our ultimate goal is for the client to be completely satisfied with the selected candidate.

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

Sincerely,



Heidi J. Voorhees
President
GovHR USA

ACCEPTED BY THE TOWN OF FAIRHAVEN, MASSACHUSETTS

BY: _____

TITLE: _____

DATE: _____



Announces a Recruitment For

TOWN MANAGER

For Town of Provincetown, Massachusetts

GovHR USA, LLC is pleased to announce the recruitment and selection process for the position of Town Manager for the Town of Provincetown, Massachusetts. This brochure provides background information on the Town of Provincetown as well as the requirements and expected qualifications for the position. Additional information about Provincetown can be found on the Town's website: <http://www.provincetown-ma.gov/>.

Candidates interested in applying for the position should submit their resume and cover letter, along with contact information for five work-related references to www.govhrusa.com/current-positions/recruitment to the attention of Joellen C. Earl, CEO, GovHR USA, 650 Dundee Road, Suite 270, Northbrook, IL 60062. Tel: 847-380-3238. First review of resumes will commence on April 20, 2015.

Joellen Earl, Chief Executive Officer
GovHR USA
650 Dundee Road, Suite 270
Northbrook, IL 60062
TEL: 847-380-3240
FAX: 866-401-3100
Formal applications should be submitted to:
www.govhrusa.com/current-positions/recruitment

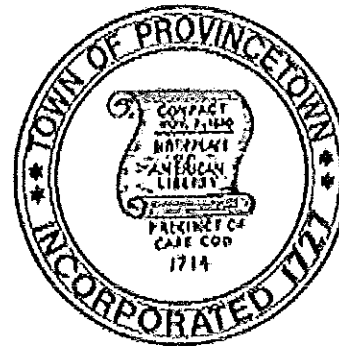


Photo by: Dan McKeown 2014

Town of Provincetown

PROFESSIONAL ANNOUNCEMENT

Town Manager, Provincetown, MA (pop. 3,000/30,000). Provincetown is located at the tip of Cape Cod, overlooking the beautiful Atlantic Ocean and Cape Cod Bay and surrounded by the Cape Cod National Seashore. This picturesque community features some of the most beautiful seaside venues found anywhere in the United States. The origins of this unique community date back to the Pilgrims' landing in the Mayflower in 1620. Provincetown, in Barnstable County, is located 116 miles southeast of Boston by road but is connected by seasonal high speed ferry and scheduled air service throughout the year. The Town consists of 17.5 square miles, 75% of which lies inside the National Park. The Town has 2,820 full-time residents and a seasonal population that can fluctuate between 20,000 and 50,000.

In the summer months, Provincetown is a popular international tourist destination, welcoming to all visitors including the LGBT community. The Town has an active nightlife and a variety of restaurants, shops and lodging options. In addition to the well-known nightlife, Provincetown is the country's largest whale watching gateway, with ecotourism representing an ever-increasing share of visitors. Provincetown has some of the most spectacular beaches and oceanside bike trails in the country, further supporting a broad tourist base. Known traditionally as a fishing community of multi-generation families of Portuguese descent, Provincetown also offers a vibrant and outstanding arts community, and is home to both renowned and emerging artists and writers. The Town has numerous art galleries and art-related cultural institutions and boasts the Pilgrim Monument, the tallest all-granite structure in the United States.

The Town is seeking a proven leader with a vision for Provincetown as its next Town Manager. The successful candidate will be a dynamic and engaging person with excellent communication skills who wishes to become part of the fabric of this small, highly engaged community. An understanding of the Open Town Meeting form of government is helpful but not required. The desire to live and work in a small town, among close-knit groups of diverse residents is essential.

The Town Manager is appointed by and works closely with the Board of Selectmen, as the Board sets the policy direction for the community. Candidates for the position will enjoy working with a collaborative, dedicated and highly competent team of Department Heads, technical staff and an outstanding Assistant Town Manager. Thus the technical skills needed to manage Provincetown, while important, are not as imperative as communication skills and the ability to develop a strategic vision for the community. The position enjoys latitude in the execution of its duties as it is considered a very strong Town Manager position under the Massachusetts General Laws. The Town has approximately 150-200 full-time/seasonal employees and a \$24,000,000 annual budget and additional \$6.4 Million in Enterprise Funds. The Town holds an AA Stable bond rating.

Candidates must possess a Bachelor's degree in Public or Business Administration or a related field; a Master's degree in Public Administration or a related field is highly desirable. In addition, the successful candidate will have a minimum of five years of progressively responsible experience in municipal management, with at least three years as a chief administrator or an assistant administrator in a municipal organization, or any combination of education and experience that would demonstrate the ability to perform the work.

Residency is required within a reasonable time after appointment and may possibly be expanded to include the neighboring Town of Truro. Starting salary range is up to \$140,000 DOQ. Candidates should send resume, cover letter and contact information for 5 (five) work-related references to www.govhrusa.com/current-positions/recruitment to the attention of Joellen C. Earl, CEO, GovHR USA, 650 Dundee Road, Suite 270, Northbrook, IL 60062. Tel: 847-380-3238. First review of resumes will commence on April 20, 2015.

Town Manager

Community Background

Provincetown is a small seaside village. Its chief features are expansive dunes, and a sparkling, 2-mile wide harbor which fills with ferries, whale watch boats, yachts, fishing boats and small motor and sailboats in the summer. Though the Pilgrims chose to settle across the bay in Plymouth, the outermost portion of Cape Cod enjoyed an early reputation for its valuable fishing grounds. Provincetown harbor was considered the best and the Town became a thriving whaling port during the 19th century. Summer tourism began in earnest when World War I put Europe out of bounds for the New York artists and writers that traditionally traveled abroad. As fishing declined, tourism and real estate management have become the backbone of the Town's economy.

The beautiful and inspirational environment attracts many to reside here year-round. In contrast to the summer months, Provincetown enjoys a very quiet and close-knit community in the off season. During this time, many of the seasonal residents leave, and the remaining residents enjoy the tranquil beauty of the community and its surroundings.

Provincetown Schools is an International Baccalaureate World School providing both Primary Years and Middle Years Programs for students in grades Pre K through 8. The School District of approximately 120 students benefits from rich and collaborative community partnerships and the extraordinary environmental resources surrounding the School. Provincetown Schools is a learning community committed to academic excellence and the nurturance of globally minded citizens.



Photo by: Marilyn Lober Colucci 2014

In the summer months, Provincetown is a popular international tourist destination, welcoming to all visitors including the LGBT community. The Town has an active nightlife and a variety of restaurants, shops and lodging options.

In addition to the well-known nightlife, Provincetown is the country's largest whale watching gateway, with ecotourism representing an ever-increasing share of visitors. Provincetown has some of the most spectacular beaches and oceanside bike trails in the country, further supporting a broad tourist base. Known traditionally as a fishing community, Provincetown also offers a vibrant and outstanding arts community. It is home to both renowned and emerging artists and writers, and has numerous art galleries and art related cultural institutions.

The Municipal Organization

The Town Manager is appointed by the Board of Selectmen. The Board of Selectmen consists of five members elected for three-year overlapping terms, arranged so that the term of at least one member shall expire each year. They are elected at large by voters and the position is non-partisan.

The Board of Selectmen is the primary policy making, planning, and goal setting agency of the Town. They insure that the Provincetown General By-Laws are up to date and republished at least every five years, and make provisions for traffic regulation and control. The Board of Selectmen shall exercise the powers and duties prescribed by the Massachusetts General Laws, the Provincetown General By-Laws, or the Charter, and which are not vested in a Town officer or another Town board by the Massachusetts General Laws, the Provincetown General By-Laws, or the Charter.

Town of Provincetown

One of the most important roles is reviewing and adopting the annual budget that funds the Selectmen's priorities, Town operations, and capital projects for the fiscal year which begins every July. They also awards contracts, set user fees, and approve property tax rates.

Provincetown operates under the Open Town Meeting form of government. The Town Meeting shall be held at least one time annually to discuss and vote on matters before the community such as the municipal budget, employee compensation, large capital projects and purchases, and any changes to Town bylaws. The elected Town Moderator presides over the Town Meeting. Several committees will also make reports at the Town Meeting, including the Finance and School Committees.

In addition to the Board of Selectmen, Finance and School Committees, Provincetown enjoys the benefit of the dedication and assistance of its residents in running the municipal government. There are numerous boards, committees and commissions that meet regularly, some elected and some appointed, to discuss, recommended and/or act on matters facing the Town. Many of the committee meetings are televised and can be viewed at <http://provincetowntv.org/govt/>. The Town's website has a full listing of the boards, committees and commissions and their associated charges and responsibilities.

The Town Manager is responsible for the appointment of all Town staff and oversees the day-to-day operations of the community. To assist the Town Manager with that effort, there are approximately 125-200 full-time/seasonal employees. There is a highly competent team of Department Heads, technical staff and an outstanding Assistant Town Manager, which allows the Town Manager to focus on community projects and needs, as the day-to-day operations are in excellent hands. Traditional services range from finance, community development and housing, council on aging, library and recreation, to public health, public safety and public works. In addition, the Town owns and leases the operation of the municipal airport and has some specialized departments such as Harbor & Pier, Shellfish and Tourism. The municipal budget is \$24,000,000 and the Town holds an AA Stable bond rating.

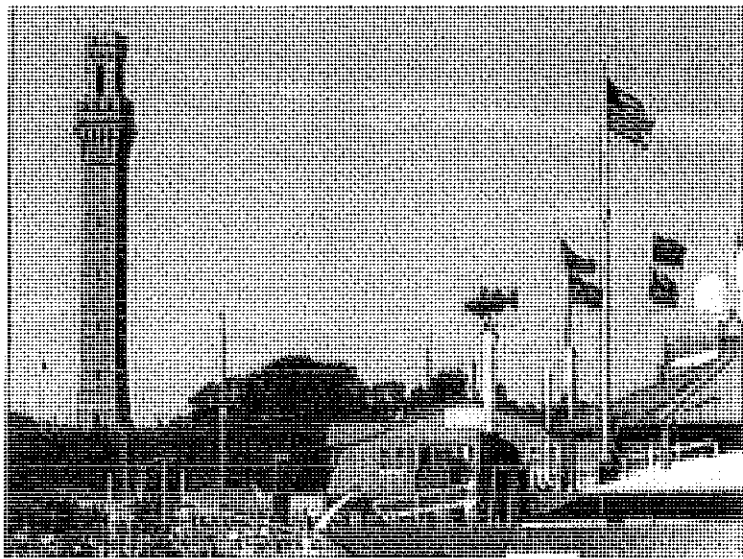


Photo by: Dan McKeon

The Position

Some of the essential functions of the position of Town Manager are as follows:

Serves as the Chief Administrative officer of the Town; plans, directs, implements and administers all of the daily operations of the Town. Manages the municipal budget; prepares budget-related warrant for town meetings and presents proposed budgets to the Board of Selectmen.

Coordinates the activities of the Board of Selectmen with activities of other departments, boards and commissions; implements policy direction established by the Board of Selectmen; keeps Selectmen fully informed regarding departmental operations, fiscal affairs and general issues. Provides reports as necessary. Prepares for meetings of the Selectmen and attends all such meetings unless excused. Serves as the official

Town Manager

Town representative for internal and external relations in the absence of the Board and/or Chair.

Serves as personnel manager, chief procurement officer and on the Commission of Public Safety, providing leadership in the Town's community-oriented policing program.

Serves as liaison to other levels of government, outside agencies and parties, and community stakeholders. Provides a vital public relations function for the Town.

Opportunities for the Town Manager

Provincetown applied for and was awarded a Design and Resiliency Team (DART) grant. Working with AIA and the New England Municipal Sustainability Network, the Provincetown 365 plan was developed. The plan focuses on developing a resilient community, as community stakeholders articulated the desire to identify more community and affordable housing and strengthening the local economy by improving the waterfront and the design of commercial areas. The plan was delivered to the community in November of 2014. The plan will be considered along with the review of the Local Comprehensive Plan.

There is an opportunity to develop or redevelop a number of land parcels in Provincetown and have a significant and positive impact on the future of the community. If the land can be developed in a manner to create year-round employment and housing opportunities, progress will be made toward achieving the residents' desire to develop a resilient community.

The Town Manager will have a significant amount of expertise available to assist with running municipal government. The residents who serve on the numerous boards, committees and commissions contain a wealth of information and institutional knowledge that can help the Town Manager in decision-making and in guiding the recommendations offered to the Board of Selection for consideration.

The business community in Provincetown is an active and engaged partner and does an excellent job of assisting in promoting the Town as an international tourist destination. There are numerous options for lodging, eating and shopping. Provincetown also offers an established art community and has numerous art galleries and art-related cultural institutions. All of these assets continue to bring guests to the community year after year.

The fishing industry is an integral part of the history of Provincetown and is an important part of the Town's current economy. Deep-sea and shell fishing operations occur for a majority of the year and are visible on the Town's waterfront. In addition, recreational boating and whale watching, which attract a large amount of day visitors, are activities that occur during the summer months and into the shoulder seasons.

Provincetown is an exquisite and beautiful community year-round. The new Town Manager will enjoy living among a close-knit group of people, some whose families stretch back generations, who are active, resilient and thoroughly respect and appreciate all that the region has to offer.

Challenges for the Town Manager

The cost of living is high in Provincetown and housing is in short supply. This phenomenon will present a challenge for a new Town Manager in relocation and it continues to be a



Town of Provincetown

pressing challenge for the residents of the community. Developing affordable housing to attract and retain year-round residents is a critical need of the community.

The population in Provincetown is aging. Finding ways to reverse this trend to move toward a more multigenerational population is desired by the community.

The seasonal nature of the community reinforces the need for seasonal workers to support the seasonal residents and guests. Housing for seasonal workers is expensive and scarce. Also, there is a high turnover of residents annually that feeds into the feeling that many of the people who reside in the community are there on a short-term basis and thus are not investing in the long-term growth and viability of the Town.

The further development of Provincetown is particularly challenging as the ability to develop any land is constrained by water supply and parking.

Desired Education, Characteristics and Traits for the Town Manager

The following education, experience, characteristics and traits have been identified by the Town of Provincetown.

Candidates must possess a Bachelor's degree in Public or Business Administration or a related field; a Master's degree in Public Administration or a related field is highly desirable, and five years of progressively responsible experience in municipal management, three of which as a chief administrator or an assistant administrator in a municipal organization, or any combination of education and experience that would demonstrate the ability to perform the work.

Candidates must be prepared to articulate a vision for Provincetown and must possess the leadership and management skills to work with the stakeholders in a diverse and engaged community, to make the collective community vision become a reality.

The Town Manager shall work in partnership with the Board of Selectmen, assisting the Board in achieving its goals and understanding and respecting the Board's responsibilities as they relate to setting the overall policy direction of the community. The Board of Selectmen will set and the Town Manager will execute policy.



Photo by: Dan McKeon

Town Manager

Listening and hearing the ideas, thoughts and comments of the elected and appointed officials, the residents and guests, and members of the staff is paramount. An open door is essential in Provincetown. Residents and guests will visit the office on a regular basis and the Town Manager must be willing to have meaningful discussions with all who walk through the door.

Public speaking and public appearances are necessary and encouraged. Being able to articulate the goals of the Selectmen and the community to other parties, both in Provincetown and in other forums where this is a vested interest, is an essential requirement. The Town Manager must possess a speaking style that is articulate, focused and significantly dynamic and engaging.

Previous Town Managers in Provincetown have been well-educated and exceedingly knowledgeable about municipal policies, procedures and operations. The new Town Manager will also possess the same qualities.

A thinker and a creative person and someone who will challenge and encourage people to ponder and develop new and exciting ideas for Provincetown will be welcomed into the community. Provincetown residents are smart, engaged and passionate about their community. The new Town Manager will be able to capture this enthusiasm and steer the community into the future.

Salary and Residency

Residency is required within a reasonable time after appointment and may possibly be expanded to include the neighboring Town of Truro. Starting salary range is up to \$140,000 DOQ.

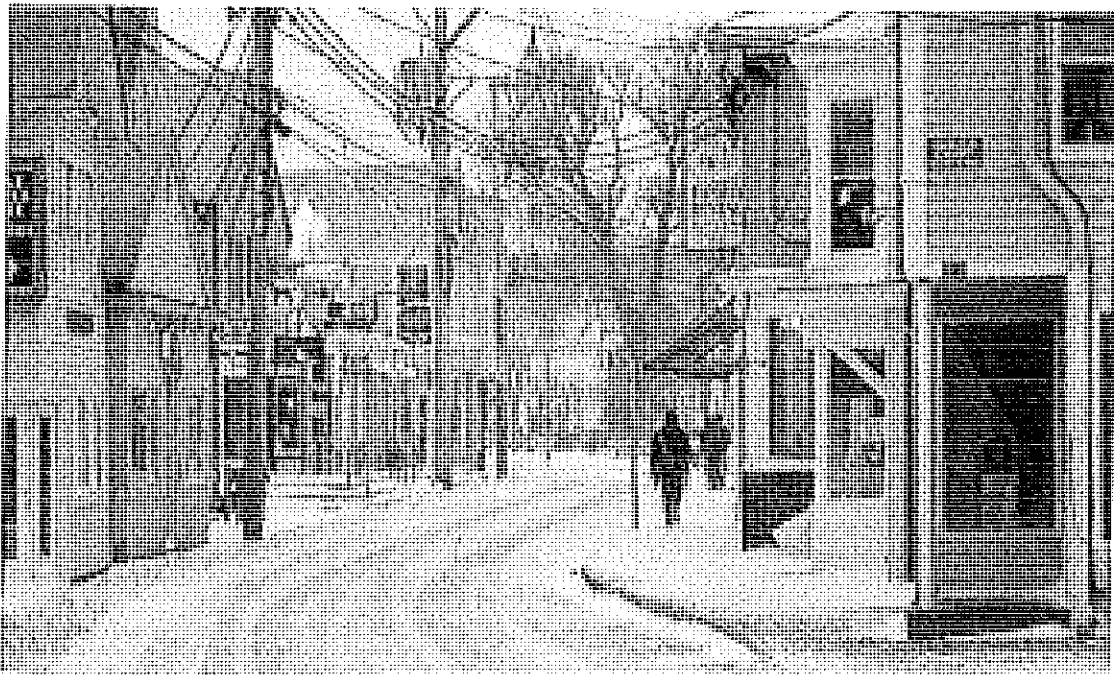
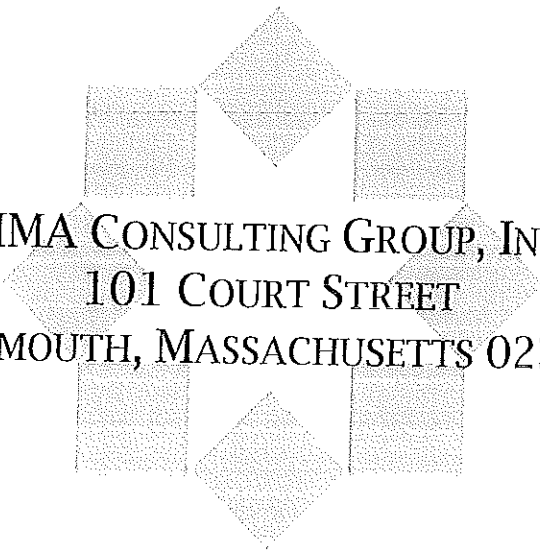


Photo by: Dan McKeon

FAIRHAVEN, MASSACHUSETTS

PROPOSAL TO ASSIST WITH
TOWN ADMINISTRATOR RECRUITMENT

MAY 19, 2015



MMA CONSULTING GROUP, INC.
101 COURT STREET
PLYMOUTH, MASSACHUSETTS 02360

mma consulting group inc
101 court street #7
plymouth, massachusetts 02360
508-746-3653

May 19, 2015

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

Re: Proposal to Assist with the Recruitment of a Town Administrator

Dear Members of the Board:

MMA Consulting Group, Inc., is pleased to submit this *Proposal to Assist the Town of Fairhaven with the Recruitment of a Town Administrator*. MMA Consulting Group, Inc., has been providing executive search services for city and town executives for 25 years. Some of our Town Administrator and Town Manager recruitment assignments have been in Andover, Arlington, Ashland, Dedham, Falmouth, Harwich, Holden, Hudson, Hull, Ipswich, Lynnfield, Middleborough, Oxford, Swansea, Shrewsbury, Truro, Williamstown, and Winchester. We have provided a detailed proposal, including a description of our firm and the services we offer.

MMACG offers the Town of Fairhaven a regional and national network of municipal executive contacts, proven success over an extended period of time, and a commitment to meeting a client's needs. It is a challenging time to recruit executive positions in local government. Changing demographics, retirements, the aging of candidate pools, an increase in the number of professional positions, and an increase in professional development opportunities for desirable candidates have all resulted in smaller numbers of candidates. Thus, in a recruitment process, it is essential to be creative and flexible and to recognize that viable candidates are aware of increasing executive salaries, as well as the financial and other challenges a community is facing.

Currently, there are at least 10 Town Administrator and Town Manager positions in various stages of the recruitment process in Massachusetts. In addition, there are likely to be several vacancies due to retirements during the next several months. Qualified candidates are well aware of the professional opportunities available and the salaries paid by communities.

The most effective approach to identifying candidates who meet the needs of a town is to conduct an aggressive outreach (independent search) process. Targeting candidates who are desirable and have an interest in the town results in a stronger applicant pool. Current technology and the Internet have dramatically changed recruitment processes and the way

candidates for executive positions evaluate potential employers. However, personal contact, and in depth conversations with possible candidates, are some of the most effective tools in the recruitment process.

A successful search process requires a system which encourages personal contact with possible candidates, a careful pre-screening process by the consultant, and a carefully designed preliminary and final selection process.

We would welcome the opportunity to work with the Town of Fairhaven. Please contact me, if you have any questions or require additional information.

Very truly yours,

Mark Morse

Digitally signed by Mark Morse
DN: cn=Mark Morse, o=MMA Consulting
Group, Inc., ou,
email=mmacgsearch@gmail.com, c=US
Date: 2015.05.19 13:54:38 -04'00'

Mark E. Morse
President

I. SUMMARY OF PROPOSAL

MMA Consulting Group, Inc. (MMACG) proposes to assist the Town of Fairhaven with the recruitment and selection of a Town Administrator. Due to the requirements of the Massachusetts Open Meeting Law, it is often appropriate for a Board of Selectmen to appoint a Search Committee to assist the Board in the recruitment and selection process. We envision providing the following services to the Town of Fairhaven.

- ▶ Meet with the Search Committee, and interview the Selectmen and other officials.
- ▶ Interview department heads.
- ▶ Collect Town background information.
- ▶ Develop a statement of competencies and agreement on employment parameters (salary, etc.).
- ▶ Develop a recruitment plan (regional or national search).
- ▶ Develop a public advertising campaign.
- ▶ Conduct an independent search for candidates (an aggressive outreach effort).
- ▶ Conduct preliminary candidate screening/background reviews (résumés, verification of information, internet/social media search, and websites of city and town employers).
- ▶ Conduct telephone interviews with possible candidates.
- ▶ Analyze the applicant pool and identify specific candidates.
- ▶ Meet with the Search Committee to review applicants and suggest candidates for consideration. The consultant provides all résumés, *not* just those recommended for consideration, to the Search Committee.
- ▶ Organize and develop the interview process.
- ▶ Participate in the preliminary interviews and narrow the field of candidates.
- ▶ Assist the Committee with the presentation of candidates to the Board of Selectmen.
- ▶ Continue background reviews (i.e., candidates sign releases, formal verifications, references, and other checks).
- ▶ Develop the final selection and interview process for the Board of Selectmen.
- ▶ Conduct reference checks, conduct other background review tasks, and assist with the hiring process.

II. QUALIFICATIONS OF MMA CONSULTING GROUP, INC.

MMA Consulting Group, Inc. (MMACG) is a full-service organization dedicated exclusively to serving the needs of local governments by providing independent, objective management advisory services. MMA Consulting Group is based in Massachusetts, with associates throughout the country. Our consultants have completed more than 1,000 engagements across the United States. Our practice covers all major functions of local government, including recruitment and selection, public safety, human resources, interlocal cooperation, general organization, public works, and strategic planning. Some of our clients include Arlington, Harwich, Barnstable, Boston, Brewster, Brookline, Chelmsford, Dalton, Eastham, Falmouth, Holden, Hudson, Natick, Swansea, Provincetown, Plymouth, Sudbury, Williamstown, and Winchester, Massachusetts; New Haven, New Britain, Simsbury, Watertown, and Wilton, Connecticut; Keene, Jaffrey, and Exeter, New Hampshire; Burlington and Colchester, Vermont; Perth Amboy, Ventnor, and Margate, New Jersey; Portland and Houlton, Maine; Providence, Narragansett, and Cumberland, Rhode Island; Buffalo, Rochester, Beacon, Brighton, Watertown, and Eastchester, New York; Queen Anne's County, Maryland; Charlotte and Orange County, North Carolina; Evansville, Indiana; North Platte, Nebraska; Westerville, Ohio; Joplin and Des Peres, Missouri; Sioux City, Iowa; and Honolulu, Hawaii.

MMA Consulting Group, Inc., has several specific areas of practice:

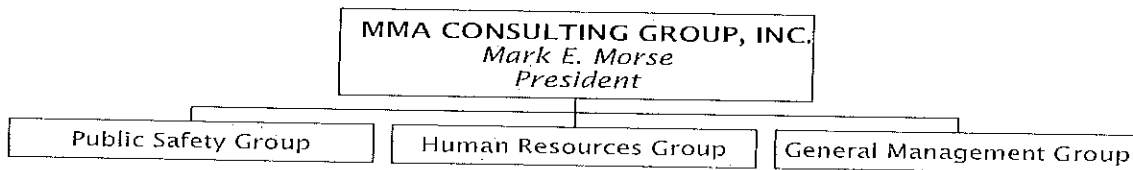
AREA OF PRACTICE	GENERAL SUBJECTS
<i>Recruitment & Selection</i>	Executive recruitment (administrators, managers, police and fire chiefs, etc.), non-traditional examination processes (assessment centers), oral panels
<i>Human Resource Management</i>	Classification and compensation, policy development, executive compensation, system design
<i>Public Safety & Emergency Management</i>	Police studies, fire and rescue studies, emergency medical service studies, special assignments
<i>General Management</i>	Organization studies, finance-related studies, and related services

STATEMENT OF COMPANY STATUS

MMA Consulting Group, Inc., has been in business for 25 years, and is a Corporation organized under the laws of the Commonwealth of Massachusetts. MMACG performs a variety of recruitment and selection related assignments annually. We assist communities in the selection of town managers and administrators, police chiefs, fire chiefs, personnel directors, public works directors, and other municipal executive positions.

PROJECT TEAM

MMA Consulting Group, Inc., is organized into several teams of consultants based on professional disciplines. Mark Morse will be the lead consultant, and project manager, with assistance from other consultants.



MARK E. MORSE
PRESIDENT, MMA CONSULTING GROUP, INC.

Mark E. Morse will serve as project director and work directly with Town officials. He has more than 30 years of professional experience providing technical assistance to cities and towns. Mr. Morse has been responsible for providing advice to hundreds of local governments on management, organizational, and personnel issues. He has worked for many charter commissions and local government study committees. He has extensive experience designing personnel systems, writing personnel policies, working with Civil Service, recruiting municipal executives, organizing Assessment Centers, preparing affirmative action plans, and conducting classification and compensation studies. Mr. Morse has assisted many towns with the selection of town managers, administrators, and coordinators. He has also assisted cities and towns in the recruitment and selection of police chiefs, fire chiefs, personnel directors, and public works directors.

In addition to his human resources work, Mr. Morse is a specialist in local government organization. He has assisted many local governments with restructuring to achieve more effective service delivery. He has conducted administrative studies, public works studies, work measurement studies, and has been a project director and team member on more than 100 public safety assignments. He has been employed to analyze various regional solutions to service delivery and has completed hundreds of assignments, including studies related to regional fire and police operations, scheduling/staffing of police, EMS and fire protection personnel, costing and pricing services, dispatching services, service levels, and the development of performance-based examination processes.

Mr. Morse is currently working with several municipalities on police and fire department promotional processes, the selection of a Town Manager, a Town Administrator, and two fire chiefs. Some of his recruitment assignments have been for the towns of Adams (town administrator), Arlington (town manager), Arlington (town manager), Ashland (town manager), Dedham (town manager), Falmouth (town manager), Harvard (town administrator), Harwich (town administrator), Holden (town manager), Hudson (town administrator), Hull (town manager), Ipswich (town manager), Lynnfield (town administrator), Marion (town administrator), Middleborough (town manager), Natick (town administrator), Orleans (town administrator), Oxford (town manager), Provincetown (town manager), Shrewsbury (town manager), Swansea (town administrator), Southborough (town administrator), Truro (town administrator), Uxbridge (town manager), Wellfleet (town administrator), Williamstown (town manager), and Winchester (town manager). Mr. Morse has worked with the selection of city and town executive positions in several states, including Massachusetts, New Hampshire, Connecticut, and New York. He has also assisted more than 80 communities with the selection of police and fire chiefs.

Mr. Morse holds a Bachelor's Degree, a Master's Degree in Public Administration, a Juris Doctor Degree, and is a member of the Massachusetts Bar.

JAMES McDONAGH
HUMAN RESOURCES CONSULTANT

Mr. McDonagh has more than 20 years of experience working in the fields of human resources, law, and consulting. He served as the Deputy Personnel Administrator, Assistant Personnel Administrator and General Counsel for the Commonwealth of Massachusetts, Human Resources Division. As Deputy Personnel Administrator, he was responsible for the supervision of all legal, employment relations, and Civil Service matters relating to human resources on behalf of the Commonwealth. He has extensive experience with the application of employment law to cities and towns, employee benefits, labor law, and the negotiation of collective bargaining contracts.

In addition to his work for the Commonwealth, Mr. McDonagh has served as legal counsel for processing grievances, unfair labor practice charges, Civil Service complaints, and Massachusetts Commission Against Discrimination petitions. He has worked on several classification and compensation studies for local governments, and the recruitment and selection of town administrators, town managers, and other positions. His town manager, police chief, and fire chief recruitment and selection assignments include Boxford (police chief), Uxbridge (town manager), Natick (town administrator and fire chief), Harvard (town administrator), Orleans (police chief), Needham (fire chief), North Andover (police and fire

chiefs), Winchester (police chief), Adams (town administrator), Ipswich (town manager), and others. He holds a Bachelor's Degree, a Juris Doctor Degree, and is a member of the Massachusetts Bar.

Mr. McDonagh and Mr. Morse have worked together for 15 years on recruitment assignments, and other consulting projects.

MUNICIPAL RECRUITMENT REFERENCES

RECENT REFERENCES

Steve Kitchin Search Committee Chair Swansea, Massachusetts 401-739-5000	Town Administrator Recruitment (2015)
Terrence Cummings Selection Committee Chair Oxford, Massachusetts 508-987-0161	Town Manager Recruitment (2014)
Lori Meads Search Committee Chair Truro, Massachusetts 508-487-0035 x1131	Town Administrator Recruitment (2014)
Phil Crawford Board of Selectmen Lynnfield, Massachusetts 617-599-8427	Town Administrator Recruitment (2014)
Bob Coughlin Search Committee Chair Dedham, Massachusetts 617-674-5100	Town Manager Recruitment (2014)
Randall Heglin Public Works Director/ Interim Town Manager/Search Committee Jaffrey, New Hampshire 603-532-6521	Town Manager Recruitment (2013)
John Parent Search Committee Chair Hudson, Massachusetts 978-562-9947	Town Administrator (Executive Assistant) Recruitment (2013)
John Wheeler Search Committee Chair Harwich, Massachusetts 508-737-4059	Town Administrator Recruitment (2013)

Charles Surpitski Board of Selectmen Ipswich, Massachusetts 978-500-7397 (cell) 978-356-3142 (home)	Town Manager Recruitment (2012) Fire Chief Assessment Center (selection process) (2011)
Caryn Malloy Human Resources Director Arlington, Massachusetts 781-316-3121	Town Manager Recruitment (2012) Deputy Fire Chief Assessment Center (2013) Deputy Fire Chief Assessment Center (2011)
Mary Patricia Flynn Board of Selectmen Chair Falmouth, Massachusetts 508-392-9334 508-274-4081	Town Manager Recruitment (2011) Fire Chief Selection Process (2012) Police Chief Recruitment and Assessment Center (2009)
Committee Chair not available Richard Howard Town Manager Winchester, Massachusetts 781-721-7133	Town Manager Recruitment (2011)
Kim Ferguson Former Board of Selectmen Chair (Current State Representative) Holden, Massachusetts 774-535-1028	Town Manager Recruitment (2009)

In addition to these Town Manager and Town Administrator recruitment and selection efforts, MMACG has conducted many other recruitment and selection assignments. Examples are listed below.

RELATED REFERENCES

Derek Sullivan Town Administrator Wareham, Massachusetts 508-291-3100	Police Chief Assessment Center (2014)
Joe Fernandes Town Administrator Plainville, Massachusetts 508-695-3010	Police Chief Assessment Center (2014) Deputy Fire Chief Assessment Center (2014)
Kate Fitzpatrick Town Administrator Needham, Massachusetts 781-455-7512	Fire Chief Selection Services (2014) Police Chief Assessment Center (2011) Deputy Fire Chief Selection Process (2011)
Sheila Vanderhoef Town Administrator Eastham, Massachusetts 508-240-5900	Fire Chief Recruitment Services (2013) Police Chief Recruitment and Assessment Center (2008)

George Dunham Town Manager Sandwich, Massachusetts 508-888-5144	Fire Chief Recruitment (2013)
Richard T. Reed Town Manager Bedford, Massachusetts 781-275-1111	Public Works Director Assessment Center (2013) Building Department Superintendent Assessment Center (2013) Police Chief Recruitment and Assessment Center (2011)
Julian Suso Town Manager Falmouth, Massachusetts 508-495-7300	Police Chief Recruitment and Assessment Center (2013) Deputy Fire Chief Assessment Center (2014)
Peter Lombardi Director of Policy & Administration Newburyport, Massachusetts 978-983-3364	Fire Chief Recruitment and Assessment Center (2013)
Eleanor Cushing Human Resources Director Malden, Massachusetts 781-397-7358	Police Chief Search Assistance (2013) Fire Chief Search Assistance (2013)
Mark Fisher Town Administrator North Attleborough, Massachusetts 508-699-0100	Fire Chief Assessment Center (2013) Police Chief Assessment Center (2011)
Ken Walto Town Manager Dalton, Massachusetts 413-684-6111	Police Chief Selection Process (2010)
Alan J. Benson Town Administrator Boxford, Massachusetts 978-887-6000 x113	Police Chief Recruitment and Assessment Center (2011) Fire Chief Assessment Center (2014)

III. DESCRIPTION OF PROPOSED SERVICES AND WORK PLAN

MMA Consulting Group, Inc., believes that several key phases should be included in a recruitment and selection process:

- Identify the desired qualifications and personal qualities for the position.
- Locate candidates reflecting the jurisdiction's needs (traditional advertising and aggressive outreach/independent search process).
- Evaluate candidates and identify the small group of suitable candidates (review documents submitted, initial telephone contact, media screening, etc.).
- Assist officials in the selection of candidates (organization of a preliminary interview process, ongoing interviews and background reviews, organization of the final interview process). Assist with the hiring process for the final candidate, as necessary.

RECRUITMENT PROCESS

1. INITIAL MEETING WITH TOWN OFFICIALS

We suggest that we begin the recruitment process by meeting with Town officials to discuss the recruitment process and establish a timetable.

2. DEVELOP AN UNDERSTANDING OF THE QUALIFICATIONS FOR TOWN ADMINISTRATOR

We will work with the Town to identify the desired personal qualities and characteristics sought in the next Town Administrator. This requires a discussion of the needs of the Town, a review of background information, and interviews with members of the Board of Selectmen. We will also meet with department heads to discuss the nature of the organization.

It is also important to discuss employment parameters, such as salary, general contractual provisions, residency requirements, and other matters early in the recruitment process to avoid any issues with the pool of candidates. It is important to note that the salaries of administrative positions in local government have increased substantially over the last several years. An appropriate salary range improves the pool of possible candidates.

It is essential to remember that the Board of Selectmen will be accountable for the final selection of the Town Administrator.

3. STATEMENT OF QUALIFICATIONS

Based on our interviews and research, we will draft a statement of desired qualifications. This statement is a recruitment and selection guide which is used to review applicant qualifications.

4. DEVELOP A SEARCH APPROACH AND STRATEGY/INDEPENDENT SEARCH

We will discuss the advertising and networking/outreach strategies with Town officials. Generally, we use a combination of specific professional advertisements and independent search (outreach) activities. It is our experience that advertisements placed in professional publications attract a pool of potential candidates. However, we have found that it is also essential to conduct an aggressive outreach effort to ensure a qualified pool of applicants.

Our networking, or outreach, strategy depends on the parameters established by the Town. The consultants typically use several search strategies, including: contacting our well-established network of professional colleagues throughout the country with the intent of identifying qualified candidates; review of directories of professionals; review of recent awards given to professionals; and identification of communities with demographics similar to Fairhaven who may employ qualified personnel. Our approach is to identify those who may have an interest in Fairhaven, as well as to seek a diversified pool of candidates.

We seek candidates with professional options who may be motivated to pursue a specific job, or are motivated by geography, or other factors. This process often identifies the most likely source of candidates rapidly and efficiently.

5. REVIEW OF RÉSUMÉS (CONSULTANT REVIEW PROCESS)

We will review résumés and contact viable candidates. The work experience, education, and training of the candidates are examined to determine those few who most closely meet the desired qualifications for the position.

The consulting team conducts selected internet and social media searches of candidates and reviews information from other sources. We conduct telephone or Skype interviews of the most likely candidates during the recruitment process. The purpose of this questioning is to further evaluate the candidate's management philosophy, insight, and sensitivity to local issues.

6. SCREENING PROCESS (COMMITTEE REVIEW PROCESS)

We will meet with the Search Committee shortly after the application deadline. We believe that the Committee has the right to review all documents received. Our recommendations and copies of all résumés will be provided to the Committee.

The consulting team will describe the applicant pool and identify the most promising candidates in the applicant pool. We will discuss candidates and answer questions on the specific candidates that we suggest. We will summarize the results of our work and present information and résumés of the most appropriate candidates for the position.

7. PRELIMINARY INTERVIEW PROCESS AND SELECTION OF SEMI-FINALISTS

The consultants will organize and participate in the preliminary interview process. Our approach is to prepare interview questions and work with the Search Committee throughout the interview process, to ensure consistency throughout the process. Based on the interviews and other data about candidates, a smaller group of finalists is selected for further consideration by the Board of Selectmen.

At the time the smaller number of candidates is selected for presentation to the Board of Selectmen, each candidate must sign the appropriate releases to enable us to verify information concerning the candidate's background, experience, education, and other information.

8. FINAL INTERVIEW PROCESS

We will work with Town officials through the final interview process, including any public interview process. At this stage, there are likely to be only a few candidates, and it is important that these candidates have an opportunity to meet with department heads and tour facilities. We will assist the Board with the development of a final interview process. This process should include:

- Individual meetings with Board members
- Meetings (group meetings) with key officials and department heads
- Formal public interview by the Board of Selectmen

9. BACKGROUND REVIEW

During the course of the recruitment process, we conduct internet and social media reviews, reference checks, employment verification, and education credentials verification. We also contact other persons who may have knowledge of a candidate prior to recommending a candidate for a final interview process.

An on-site community visit to review employment records, interview the employer, and other tasks would be provided as an optional, or supplemental, service.

We also encourage a delegation of officials to conduct a site visit to the place of employment of the most likely candidate(s).

Candidates are required to sign an appropriate release form, or forms. We recommend the use of release forms approved by local legal counsel. It is necessary to verify employment and education qualifications, review credit references, and contact professional references and other parties.

10. FINAL HIRING PROCESS

We will assist Town officials with the final selection process, including contract negotiations and related matters.

CLIENT COMMUNICATION

We will meet with Town officials on four occasions. The initial meeting will include interviewing Selectmen, meeting with department heads, and gathering data. The second meeting will include a review of résumés, including our recommendations, and planning the preliminary interview process. We will provide information to the officials in advance of this meeting. The third meeting will be for the purpose of conducting the preliminary interviews, and the fourth meeting will be for the purpose of conducting the final interviews/selection process by the Board of Selectmen.

We frequently communicate with the Town's project liaison by phone and e-mail. We hold conference calls with officials several times during the recruitment process to update officials and discuss any issues that have arisen.

OPTIONAL SERVICES

We are also available to provide specialized services. For example, we conduct Assessment Centers for municipal executive positions. We also assist with on-site background reviews of candidates. These reviews include site visits to employers, review of employment files, visits to residences, and discussions with the candidate.

TIMETABLE

The timetable for completing a Town Administrator recruitment effort is approximately 100 to 120 days from the notice to proceed. The recruitment timetable is often controlled by the schedule of the Board, contract negotiations, candidate job notice requirements, and background reviews.

TASK	TIME LINE	METHODOLOGY
Initial meeting with officials.	Week 1	Interview Selectmen. Meet with the Search Committee to discuss the recruitment process.
Gather information about the Town.	Weeks 2 to 3	Conduct selected interviews. Review documents.
Develop statement of qualifications.	Weeks 3 to 4	Provide the statement to the Search Committee for review.
Conduct search activities.	Weeks 3 to 9	Place advertisements (passive recruitment). Conduct independent search (active recruitment).
Initial qualifications and background screening by consultant.	Weeks 3 to 9	Consultant evaluates candidate qualifications using telephone interviews, initial background screening, social media and internet searches.
Officials review résumés.	Weeks 9 to 10	Consultant provides Town officials with the results of preliminary screening and makes recommendations. Committee conducts the review guided by consultant. Committee narrows field for preliminary interviews.
Officials conduct interviews.	Weeks 11 to 12	Consultant develops interview process and questions subject to Town input.
Officials select semi-finalists.	Week 12	Officials identify the final candidates for the position of Town Administrator.
Consultant continues to screen candidates.	Weeks 13 to 14	Candidates are required to sign releases to allow for further background reviews.
Board of Selectmen interview candidates.	Week 14	Candidates should meet with Board members individually, as well as with other officials. A formal public interview is also held.
Board selects a candidate for Town Administrator.	TBA	Selection subject to contract negotiations and ongoing background review.

IV. FEE FOR SERVICES

The fee for providing the recruitment services described in this proposal is \$16,900. The fee includes all professional services and expenses (travel and office expenses).

The fee for services does *not* include any cost of advertising, candidate travel, or related expenses, since specific policy decisions made by the Town will determine costs. The fee includes a continuous vetting of candidates, but does not include on-site visitation to a candidate's place of employment. (The fee for these services would be negotiated with the Town.)

Note: The cost of advertising will be approximately \$750 to \$900.

We are willing to negotiate fees based the specific needs of the Town.

APPENDIX

EXAMPLES OF RECRUITMENT AND SELECTION PROCESSES CONDUCTED BY
MMA CONSULTING GROUP, INC. (2011 TO 2015)

SELECTED EXAMPLES OF RECRUITMENT AND/OR SELECTION SERVICES FOR
TOWN ADMINISTRATIVE POSITIONS

CITY/TOWN	YEAR
North Attleborough, Massachusetts, Town Administrator	2015 (ongoing)
Andover, Massachusetts, Town Manager	2015 (ongoing)
Swansea, Massachusetts, Administrator	2015
Oxford, Massachusetts, Town Manger	2014
Middleborough, Massachusetts, Town Manager	2014
Dedham, Massachusetts, Town Manager	2014
Lynnfield, Massachusetts, Town Administrator	2014
Truro, Massachusetts, Town Administrator	2014
Provincetown, Massachusetts, Town Manager	2014
Hudson, Massachusetts, Town Administrator	2013
Harwich, Massachusetts, Town Administrator	2013
Jaffrey, New Hampshire, Town Manager	2013
Bedford, Massachusetts, Public Works Director	2013
Ipswich, Massachusetts, Town Manager	2012
Arlington, Massachusetts, Town Manager	2012
Wellfleet, Massachusetts, Town Administrator	2012
Falmouth, Massachusetts, Town Manager	2011
Winchester, Massachusetts, Town Manager	2011

SELECTED EXAMPLES OF POLICE CHIEF AND SENIOR POLICE COMMAND
RECRUITMENT AND/OR SELECTION SERVICES

CITY/TOWN	YEAR
Wareham, Massachusetts, Police Chief	2014
Plainville, Massachusetts, Police Chief	2014
Lynn, Massachusetts, Deputy Police Chief	2014
Middleborough, Massachusetts, Police Chief	2014

Southborough, Massachusetts, Police Chief	2014
Woburn, Massachusetts, Police Captain and	2014
Holden, Massachusetts, Police Chief	2014
Falmouth, Massachusetts, Police Chief	2013
Mansfield, Massachusetts, Police Chief	2013
Malden, Massachusetts, Fire Chief and Police Chief	2013
West Springfield, Massachusetts, Police Chief	2012
Dalton, Massachusetts, Police Chief	2012
West Springfield, Massachusetts, Deputy Police Chief	2012
Leominster, Massachusetts, Police Chief	2012
Boxford, Massachusetts, Police Chief	2011
Bedford, Massachusetts, Police Chief	2011
North Andover, Massachusetts, Police Chief	2011
Needham, Massachusetts, Police Chief	2011
North Attleborough, Massachusetts Police Chief	2011

SELECTED EXAMPLES OF FIRE CHIEF AND SENIOR FIRE OFFICER
SELECTION AND/OR RECRUITMENT SERVICES

<u>CITY/TOWN</u>	<u>YEAR</u>
Bourne, Massachusetts, Fire Chief	2014
Needham, Massachusetts, Fire Chief	2014
Dedham, Massachusetts, Fire Chief	2014
Plainville, Massachusetts, Deputy Fire Chief	2014
Bourne, Massachusetts, Deputy Fire Chief	2014
Ipswich, Massachusetts, Fire Chief	2014
Groton, Massachusetts, Fire Chief	2014
Lynn, Massachusetts, Fire Chief	2014
Falmouth, Massachusetts, Deputy Fire Chief	2014
Sandwich, Massachusetts, Fire Chief	2013
Lynnfield, Massachusetts, Fire Chief	2013
Eastham, Massachusetts, Fire Chief	2013
Woburn, Massachusetts, Fire Chief	2013
Arlington, Massachusetts, Deputy Fire Chief	2013

FAIRHAVEN, MASSACHUSETTS

Weymouth, Massachusetts, Fire Chief	2013
Newburyport, Massachusetts, Fire Chief	2013
Malden, Massachusetts, Fire Chief	2013
Billerica, Massachusetts, Fire Chief	2012
North Reading, Massachusetts, Fire Chief	2012
Portland, Maine, Fire Chief	2012
Needham, Massachusetts, Deputy Fire Chief	2012
Southborough, Massachusetts, Fire Chief	2011
Wilmington, Massachusetts, Fire Chief	2011
Falmouth, Massachusetts, Fire Chief	2011
Dracut, Massachusetts, Fire Chief	2011
Easton, Massachusetts, Fire Chief	2011
Danvers, Massachusetts, Fire Chief	2011
Holyoke, Massachusetts, Fire Chief	2011
Ipswich, Massachusetts, Fire Chief	2011