

**Norwell Board of Selectmen
Meeting Minutes
January 7, 2015**

Ellen Allen opened the meeting and introduced Jason Brown, Gregg McBride, David DeCoste, and Interim Town Administrator Peter Hechenbleikner. Tammie Garner was unable call in remotely due to the speaker phone malfunction. *MOTION: Jason Brown moved the Board approve the agenda as written. Seconded and unanimously voted.*

CITIZEN COMMENTS – None

APPROVAL OF MINUTES – None

40 RIVER STREET - COMMUNITY HOUSING TRUST – Ellen Allen introduced the Community Housing Trust, represented by Peter Shea and Chief Andrew Reardon, Norwell Fire Department. They gave an overview and current update of the Trust's plans for the site if the land is transferred to them. (*See attachment 1*).

The BOS members asked questions about next steps. Gregg McBride stated that the developer criteria to comply with the Trust and Town plans for the site are detailed in the draft RFP that will be completed and sent out if the transfer is approved. Additional funding for the project is available from various state agencies such as DHCD and state Affordable Housing. The developer's margin benefits from the lack of cost for land purchase. Gregg McBride stated that there is a very clear and specific set of regulations; not more that 12% profit goes to the developer. The rules are spelled out for both rental and ownership development. At this point the Trust has not yet made the rent vs. own decision for the potential development. The gap between the cost and income is subsidized by the state and CPA funding, of which a portion becomes "assigned land cost". The Trust has presented pro forma examples of the cost calculation provided by their consultant Peter Smith of Oxbow Partners, LLC.

Chief Reardon pointed out that the property would be income producing if the development is built, as real estate taxes would be collected. All requirements must be met by the developer before the land is transferred, and could be transferred back to the town if the requirements are not met. David DeCoste asked if the Town Administrator could put the RFP on the town website. Gregg stated that the RFP will not be completed unless the vote at the May 2015 Town Meeting approves the land transfer. The possibility of no interest in this project by developers was discussed, and both Peter Shea and Chief Reardon stated that the Warrant Article could include an automatic reversion back to town ownership in that event.

Chief Reardon further stated that there is a real need for this type of housing in the town. Approximately 34% of town residents would qualify for this type of moderate income housing, which is NOT Section 8 housing. Qualified town residents (as defined by the town), including veterans, could be given preference for 70% of the units. The town would also benefit from this pro-active step in the eyes of DHCD. To do nothing about increasing the affordable housing inventory only invites more legal action and expense.

The First Parish Church, which abuts 40 River Street, hosted a presentation by members of the Trust. The proposed project was met with much enthusiasm and interest by the parish members.

40 RIVER STREET – AMERICAN LEGION – The American Legion was introduced, and represented by Bill Malloy, Senior Vice-Commander of the Norwell post, and Mark Bonner. An overview of the reasons for the land transfer request were presented, citing the group's desire to find a permanent post to hold meetings, host events, rent space to other civic organizations, and build a military museum as part of the new structure. The concept was to make this a "Community Center". It would house a military museum, and there would be a small bar in the back for members. The estimated cost of the building is \$950,000. The project will be funded by cash and materials donations as well as volunteer labor. A request for CPA funding was mentioned but no application has been filed as of this date. The Legion post in Hanover was cited as an example of a town building "purchase" for \$1 by the Legion. Mr. Malloy stated that the benefit of the planned community room would compensate the town for the land transfer. David DeCoste asked how the Legion planned to raise almost \$1 million dollars. Per Mr. Bonner and Mr. Malloy, there are several donors who are ready to make sizeable pledges to this project, of cash as well as labor and materials. Ellen Allen asked about the total funds pledged to date; the amount is under \$180,000, but doesn't include labor and materials. Peter Kulka, a Legion member and CPC board member, stated that he has recused himself from the CPC discussions about the CHT funding application, although he stated that the CPC has not yet promised any applicants funding to date. Ellen Allen stated that it was too early for the CPC to have voted on any funding as all of the applicants had not yet been interviewed.

The possibility of the project falling through was discussed, with Mr. Malloy stating that the land could revert back to the town if that happens.

Ellen Allen also stated that it is her hope that the derisive signs put up about the potential land transfer to the CHT last year before the annual Town Meeting would not be repeated this year. She also stated that former Town Administrator Jim Boudreau researched the "land sale for \$1", and found that it can't automatically be sold to a private group, but must go through the RFP process. The current price for a buildable lot in Norwell is in the \$200,000-\$300,000 range. Would the Legion consider buying the land?

Per Mr. Malloy, this would not be a possibility. The Legion feels that the community center would be adequate compensation for the land transfer. The ongoing maintenance would be funded with dues, rentals, a bar, and meat raffles. They would hire a building manager to oversee all maintenance and utilities. Ellen Allen asked to see a pro forma income statement, which will be forthcoming per Mr. Malloy. She also asked why this was the only location considered by the Legion. Mr. Malloy stated that the proximity to town center was the most important reason for their interest. She also suggested that the Legion talk to the Planning Board about the plans for Town Center.

A meeting attendee asked about the process for the land transfer. Ellen Allen stated that the BOS will vote yes or no on taking a position on this request. It will go to the Advisory Board, who will vote yes or no, and could also make a recommendation on the Article. David DeCoste pointed out that private citizens could sign a petition on this topic to have it put on the Warrant.

OLD BUSINESS

The discussion was picked up from the BOS meeting of 12/29/14 on the Collins Center Scope of Services-Hiring the new Town Administrator (*see attachment*). Barbara Childs, Human Resource manager, joined the meeting. Pete Hechenbleikner gave an overview of his and Barbara's discussion with the Collins Center. Mary Aicardi will act as liaison, and Steve McGoldrick will be the second contact. The town would like the list of questions to be asked of the candidates as well as key town residents, some of whom served/are serving on town

boards. 15-16 interviews will be conducted over 2 days. There will be some public feedback sessions; Collins will do whatever the BOS prefers. Jason Brown clarified that this process should be very structured and not name specific people. It could also include a very short questionnaire. Electronic advertising will be used instead of print due to the expense of print ads, and the fact that electronic advertising reaches a wider range of potential applicants. The search will not be limited to MA, but will focus on the Northeast states. The pros and cons of a "non-MA" applicant were discussed. Barbara Childs stated that an initial telephone screen of potential candidates will be done.

The screening committee to interview the candidates will probably consist of 5-7 candidates, and there will be three meetings. If potential screening committee members cannot make all three meetings they should not apply.

The final negotiation with the chosen candidate could be conducted by Collins for a fee not to exceed \$1000. Collins will perform the background checks on the field of 3-5 candidates. Barbara will get competitive quotes on this portion of the hiring process from other firms. There may be out of pocket expenses incurred by the finalist candidates of up to \$2000. Both Peter and Barbara stated that Collins has a good track record of hires, but if the chosen candidate doesn't work out Collins would not charge a full fee to conduct another search. Starting salary, benefits, and other perks such as deferred compensation were discussed. Barbara suggested advertising a starting salary of \$140,000. Peter Hechenbleikner stated that he will help negotiate the salary and benefits. The salary range will be discussed in Executive Session.

Next Steps:

- Ellen Allen will sign the contract with Collins this evening.
- The BOS will give Peter the parameters for the Screening Committee this evening.
- The BOS will determine how many candidates there will be for final interviews.
- The BOS will determine salary and compensation.

9:16 *MOTION*: Jason Brown moved that the BOS enter into a professional services agreement with the Collins Center to hire a Town Administrator, and authorize Ellen Allen to sign the contract on behalf of the Board of Selectmen. Seconded and unanimously voted.

The board discussed the length of this process, and it was agreed that it should be completed before Town elections. Board members will email Peter with candidates for interviewees by Monday.

The composition of the Screening/Steering committee was discussed, and it was agreed that the committee should consist of 5 members; 1 BOS member, School Supt. Matt Keegan, a former Advisory Board member, a current Personnel Board member, and Town Counsel Bob Galvin. The board discussed these candidates, and agreed to get meeting dates set up in order for the committee to be appointed and sworn in.

The Board members will identify up to 15 town residents, to be identified to be interviewed by Collins over a 2 day period in order for the Collins Center to establish a candidate profile. They will individually send their suggestions to Pete who will then put together a grid of potential interviewees for the Board to consider.

NEW BUSINESS

Open and Close Warrant for Annual Town Meeting – *MOTION: Jason Brown moved that the Board of Selectmen open the Warrant for the Special and Annual Town Meetings to be held May 6, 2013 at the Norwell Middle School. The Warrant will be closed on February 11, 2015. Seconded and unanimously voted. MOTION: Jason Brown moved the board accept the resignation of Fred Hayes from the PBMC. Seconded and unanimously voted. David DeCoste asked for suggestions for potential committee members.*

UPCOMING MEETINGS:

The next BOS meeting will take place on Wednesday, January 14, 2015. Executive Session will begin at 6:30pm.

ANNOUNCEMENTS:

Ellen Allen congratulated David DeCoste on being sworn in as Norwell's new state representative.

ADJOURNMENT – *Motion was made to adjourn the regular meeting at 9:47PM, and to go into executive Session to discuss contracts for non-union personnel, not to come back into Open Session, and the Chair finds that an open meeting may have a detrimental effect on the bargaining position of the public body. Seconded and unanimously approved on a roll call vote with all members present voting in the affirmative.*



Board of Selectmen

Attachments:

Scope of Services
CHT Update

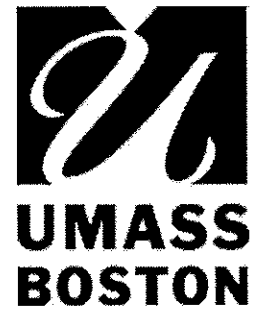
Norwell Community Housing Trust (CHT)

Update Meeting with BOS

- Since our last update, we proceeded with an engineering study and an environmental site assessment. Results from both reports state there is nothing hindering further development of the 40 River Street site.
- We have spent an additional \$25,000 since the May 2014 Town meeting out of CHT Trust funds.
- We have an RFP drafted that will be ready to go out once the Town decides to use the property for housing.
- We will issue an RFP to developers which will give them flexibility to propose either rental housing or ownership. A 55+ community may also be considered. When we have proposals in hand, we can decide which proposal (and approach) is more favorable to the Town. This is a change from the approach discussed at Town Meeting. We currently believe providing flexibility during the RFP process will foster more creativity by the developers.
- Community meetings would be conducted so Town officials and residents are kept informed as the project progresses.
- The conceptual plan is for a total of 14 units. One bedroom units are 800 sf and two bedrooms are 1,200 sf. We can be flexible and lower the number of affordable units from 50% down to the required minimum of 25% to negotiate with the developer.
- We could even buy down some market units in order to assist the developer and make the proposal more attractive.
- This would be a “Friendly 40B” where the Town has control over the project. That includes architecture, design, and financing.
- This is not low income or Section 8 housing, but a housing option which is not currently being addressed by private developers, even though we see a demand, which we will discuss in a minute. It is well planned community housing that will be an enhancement of the Town Center and which we would be proud to have part of the Town.
- There will be preference to the community. Our hope is the residents would be comprised of either: (1) Norwell seniors that either can't or don't want to

stay in their large homes and may want to downsize but stay in Town, (2) Norwell employees that can't afford the high cost of housing in Town, (3) Children of Norwell residents that can't afford to live in Town. The building is designed to meet a need that is currently not being address by the private sector.

- We have pro-forma numbers, but they are very preliminary. The actual finances will depend on the proposals from developers. Prior to any public funding (CPA/CHT/State), the project development costs are estimated at \$4,000,000 (\$135 - \$160/sf for construction costs) which will be partially covered by subsidies .
- Our hope is to create a mini-version of the Jacob's pond Estate community. It is a scale which will fit into the location. Past surveys have shown a desire for smaller-scale housing which opens up other housing opportunities for our residents.
- Based on the 2010 census, up to 34% of Norwell households qualify for residence.
- We have met with the CPC. Unofficially, there appeared to be support for this project. A potential figure of \$500,000 for year 1 of the project was discussed as the CPC is trying to evaluate all applications submitted for the next fiscal year.
- As a reminder, the Spring TM voted in favor of this proposal, but we did not get the 2/3 vote for a land transfer. We would prefer not to spend any more taxpayer dollars going forward if the BOS is opposed to the project.
- We ask for your support so that the CHT can do what the BOS has appointed us to do for the benefit of the Town of Norwell.



Scope of Services

**Recruitment for the Town Administrator
Town of Norwell, MA
January 2, 2015**



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

January 2, 2015

Board of Selectmen
Town Hall
Norwell, 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 Norwell'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 Norwell 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". The signature is written in a cursive, somewhat stylized font.

Stephen McGoldrick
Director

How the Collins Center Will Assist Norwell 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 Norwell'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 Norwell's somewhat unique circumstances.
- Develop a Profile of the community and the Town Administrator position with particular attention to identifying Norwell'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 Norwell'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 Norwell'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 Norwell 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 Norwell desires to follow in order to identify and recruit a pool of candidates that can meet Norwell'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 Norwell. 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 Norwell: 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 Norwell 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 January 2015

Municipal Managers and Administrators

Belmont	Town Administrator
Bridgewater	Town Manager
Brewster	Town Administrator*
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*