

**Town of Wenham
BOARD OF SELECTMEN**

AGENDA

Tuesday March 26th

5:30 PM

Wenham Town Hall – 138 Main Street

Notice of public meeting as required by M.G.L. Chpt.30A §18-25

All audience members wishing to address the Board of Selectmen must go to the podium microphone and give their name & address.

5:30 P.M.

WELCOME: Call to order

Executive Session #3 under M.G.L. Ch. 30A, § 21 – To discuss strategy with respect to collective bargaining or litigation if the chair declares that an open meeting may have a detrimental effect on the bargaining or litigation position of the Town.

- Library Director
- DPW Director
- Fire Captain
- Fire Chief
- Police Benevolent Association of Wenham

6:30 P.M.

PUBLIC INPUT: ITEMS NOT ON THE AGENDA

ANNOUNCEMENTS

JC

1. Retirement Reception for Jan Dempsey, Library Director – Library, Thursday, March 28, 2019, 4:00-7:00pm
2. Warrant Hearing – Monday, April 1, 2019 at 7:00pm, Buker Elementary Multi-Purpose Room
3. WVIS Luncheon – Saturday, April 6, 2019 at 12:00pm, Buker Elementary Multi-Purpose Room
4. Annual Town Meeting – Saturday, April 6, 2019 at 1:00pm, Buker Elementary Perkins Auditorium
5. Kids Annual Town Meeting by the HWRHS National Honor Society – Saturday, April 6, 2019, 12:45pm – 4:00pm, Recreation Center
6. Candidates' Night – Wednesday, April 3, 2019 at 7:00pm, Buker Elementary Multi-Purpose Room
7. Annual Town Elections – Thursday, April 11, 2019, 7:00am – 8:00pm, Town Hall

6:35 P.M.

REPORTS

TOWN ADMINISTRATOR – Update

CHAIRMAN

SELECTMEN

6:40 P.M.

NEW BUSINESS

- A. Review of Common Victualler License for The Bagel Shop – Hamilton-Wenham (10 minutes) **JC**
- B. Recommendation for Appointment: (15 minutes) **JW**
 - Police Officers: Jason Lucontoni and Reini Perez
- C. Review of Regional Dispatch Feasibility Study for Danvers or Hamilton and Updated Intermunicipal Agreement with State 911 (30 minutes) **JC**
- D. Review and Potential Approval of FY20-22 Collective Bargaining Agreements Between Town and Police Benevolent Association of Wenham (10 minutes) **CH**
- E. Update on Status of First Church Community Preservation Act Grant Agreement (10 minutes) **JW**
- F. Update on Status of Request for Qualifications for Town Administrator Executive Search Consultants (5 minutes) **CH**
- G. Other matters, as may not have been reasonably anticipated by the Chair (Discussion Only) **CH**

8:00 P.M.

OLD BUSINESS

- H. Potential Approval of Proposed Water Use Mitigation Policy (5 minutes) **JW**

8:05 P.M.

ANTICIPATED ADJOURNMENT

Board of Selectmen Meeting Announcements – March 26, 2019

John Clemenzi

Retirement Reception for Library Director Jan Dempsey

A reception will be held on Thursday, March 28th from 4:00 – 7:00pm at the Hamilton-Wenham Public Library for Jan Dempsey who is retiring after 14 years as our Library Director.

Warrant Hearing

The Warrant Hearing for our Annual Town Meeting will be held in the Bessie Buker Elementary Multipurpose Room on Monday April 1st at 7:00pm.

Annual Town Meeting

Our Annual Town Meeting will be held Saturday April 6th at 1:00pm in the Perkins Auditorium. ATM check-in with the Board of Registrars and the Wenham Village Improvement Society Town Luncheon will begin at 12:00pm.

Kids Town Meeting

Do you need childcare during Town Meeting? The Hamilton-Wenham Regional High School National Honor Society will offer a Kids Town Meeting with crafts, games and movie at the Recreation Center from 1:00 – 4:00pm with check-in beginning at 12:45pm.

Candidates' Night by the League of Women Voters

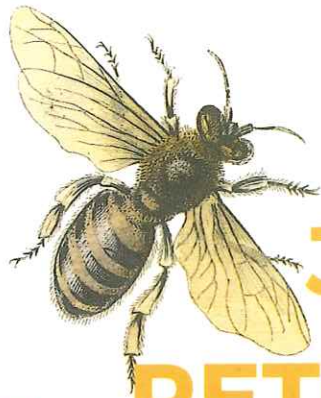
Come to Candidates Night presented by the League of Women Voters of Hamilton-Wenham on Wednesday, April 3rd from 7:00 – 9:00pm at Buker Elementary School in the Multi-Purpose Room.

Annual Town Elections

Our Annual Town Elections will be held at Town Hall on Thursday, April 11th from 7:00am to 8:00pm.

Visit the Town website for more information on these and other news items.

THE QUEEN IS LEAVING
THE HIVE ...



JAN'S RETIREMENT RECEPTION

Drop by when you can,
Thursday, March 28 from 4-7



Jan's had a great run of 14 years
as the Director, stop in to wish her
well on her next chapter.



Hamilton-Wenham Library
hwlibrary.org * 978-468-5577

TOWN OF WENHAM

EVENTS



WARRANT HEARING - MONDAY
APRIL 1, 2019 @7PM
BUKER

WVIS TOWN LUNCH - SATURDAY
APRIL 6, 2019 @12PM
BUKER

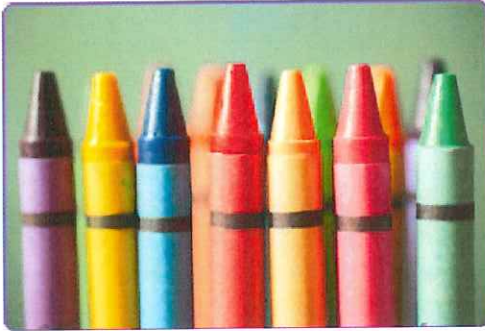
TOWN MEETING - SATURDAY
APRIL 6, 2019 @1PM
BUKER

TOWN ELECTION - THURSDAY
APRIL 11, 2019 @7AM-8PM
TOWN HALL

ABSENTEE VOTING WILL BE AVAILABLE FOR THE TOWN ELECTION
CONTACT THE CLERK - DBUCCO@WENHAMMA.GOV

ABSENTEE VOTING IS NOT AVAILABLE FOR TOWN MEETING

Sign Up Genius link available at wenhamma.gov.



HWRHS National Honors Society

April 6th Kids' Town Meeting

April 6 at the Rec Center in Hamilton

9:00 am - 12:00 pm : Hamilton Children

1:00 pm - 4:00 pm : Wenham Children

Leave your children at the Hamilton Rec Center during the April 6th town meeting for crafts, sports, and a movie!

\$10 per child

Water and goldfish crackers provided for a snack.

Signing up below will reserve a spot for your child!

Date: 04/06/2019 (Sat.)

Location: Hamilton Rec Center

Created by: BC Brendan Callahan 

Already signed up? You can [change your sign up.](#)

Submit and Sign Up



LEAGUE OF WOMEN VOTERS®
OF HAMILTON-WENHAM
PRESENTS

Upcoming Events

Candidates Night

Wednesday, April 3, 2019

7-9 p.m.

Buker Elementary School

Meet the candidates for office before voting in Hamilton and Wenham Town
Elections (Thursday April 11th)

Contact Lindsay Schnabel for more information (Lindsay.Schnabel@gmail.com)

Interested in joining the League?

Talk to a member or contact us at LeagueHW@gmail.com

Visit us at [Facebook.com/LWVofHamiltonWenham](https://www.facebook.com/LWVofHamiltonWenham) for more information.

BOARD OF SELECTMEN MEETING

March 26, 2019

REPORTS

- TOWN ADMINISTRATOR – Update
- CHAIRMAN
- SELECTMEN

BOARD OF SELECTMEN MEETING

March 26, 2019

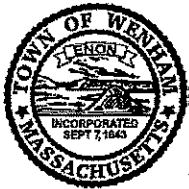
NEW BUSINESS

A.

Review of Common Victualler License for The Bagel Shop – Hamilton-Wenham

(10 minutes)

- Application for Common Victualler License from Hunter Tuccio, The Bagel Shop
- Check for \$50
- Worker's Compensation Insurance Affidavit
- Tax Law Compliance Attestation



TOWN OF WENHAM

APPLICATION FOR A COMMON VICTUALLER LICENSE

The undersigned makes application for a Common Victualler License, under the provision of M.G.L., Chapter 140, Section 2, with the privilege of doing business on Sunday, to be exercised on the following described premises, to wit. Before submitting this application, inspectional approvals must be received from, including but not limited to, the: Board of Health, Building Department, Electrical Inspector, Plumbing and Gas Inspector, and Fire Department. The Licensing Board requires that the license, if granted, be reviewed annually for a fee of \$50.00 and cannot be transferred or sold without the consent of the Licensing Board.

Business Address (street and number) 158 Main St

New or existing location? Existing Location

Number of Rooms: ✓
1st floor 2nd floor 3rd floor

Description of the Premises _____

_____ Dimensions of Location _____

What is the total seating capacity? _____

Hours of Operation 6:30am-3pm [weekdays] 7am-3pm [weekends]

Type of Food to be Served Coffee, bagels, cream cheese, deli meats, vegetables, Eggs

Planned entertainment (radio, tv, live music) none

Individual/Partnership

Name(s) Hunter Tuccro /Brookes Townsend

Address(es) 3 Oak St Beverly Farms, MA 01915 Home Phone # 203-885-2010

Corporation

Name(s) Townsend Smith & Tuccro Investment Group

Address(es) 3 Oak St Beverly Farms, MA 01915 Home Phone # 203-885-2010

Business Name The Bagel Shop-Hamilton/Wenham Telephone # 203-885-2010

Name of Manager: Hunter Tuccro

The applicant, in signing this form agrees that he or she has read the above and will conform to same.

Signature of Applicant: _____ Date: _____

Tom Smith
203-754-6811

From: [Jacqueline Bresnahan](#)
To: [Nicole Roebuck](#)
Subject: RE: The Bagel Shop
Date: Monday, March 25, 2019 3:11:07 PM

Hi Nicci,

See the updated status on the Bagel Shop in bold:

BOH-Septic- awaiting a Title V report to be submitted to Greg – **Completed.**

BOH-Food- awaiting the Food Establishment Plan Review application and necessary attachments and a check for \$100 – **Completed 3.25.19. Final inspection to take place just before opening date.**

Bldg- Electrician and Plumber will pull permits for new fixtures after Bobbie approves the layout per the FDA Food Code – **Work will occur this week and next based on the food establishment plan review being signed off today.**

Bldg- working with Brian on Zoning Compliance for the signage in the window – **All set.**

HDC- Scheduled for the meeting on March 21 for all exterior changes including all signage. – **Signage was approved by the HDC on March 21, 2019.**

Brian will do an annual inspection after the plumbing and electrical has been completed. I'm not sure where they are with Fire right now, but I reached out to Jeff today.

Please let me know if you need more information.

Thanks,

Jackie

Jackie Bresnahan
Permitting Coordinator and Special Projects Manager
Town of Wenham
138 Main Street – (978)468-5520 x. 4
permitting@wenhamma.gov

From: Jacqueline Bresnahan
Sent: Tuesday, March 12, 2019 9:43 AM
To: Nicole Roebuck
Subject: RE: The Bagel Shop

That's good to know. Thanks! I'll keep you update on the permitting progress.

Thanks,

Jackie

Jackie Bresnahan
Permitting Coordinator and Special Projects Manager
Town of Wenham
138 Main Street – (978)468-5520 x. 4
permitting@wenhamma.gov

From: Nicole Roebuck
Sent: Tuesday, March 12, 2019 9:41 AM

To: Jacqueline Bresnahan
Subject: RE: The Bagel Shop

Super! Thanks for this. The way I read the MGL, any establishment serving food on site is required to have a CV. I checked Newbury's list of renewals from their December meeting, and they require Tendercrop to hold a CV license there.

Nicci Roebuck

*Executive Assistant
Town Administrator's Office*

Town of Wenham

138 Main Street, Wenham, MA 01984
978-468-5520 x2

From: Jacqueline Bresnahan
Sent: Tuesday, March 12, 2019 9:21 AM
To: Nicole Roebuck
Subject: RE: The Bagel Shop

Hi Nicci,

Here you go: Thomas Smith thomassmith247@gmail.com

He is coming in on Wednesday or Thursday to submit to BOH and HDC. Here is where he currently stands with the Permitting Office:

BOH-Septic- awaiting a Title V report to be submitted to Greg

BOH-Food- awaiting the Food Establishment Plan Review application and necessary attachments and a check for \$100

Bldg- Electrician and Plumber will pull permits for new fixtures after Bobbie approves the layout per the FDA Food Code

Bldg- working with Brian on Zoning Compliance for the signage in the window

HDC- Scheduled for the meeting on March 21 for all exterior changes including all signage.

Hendersons should have one already, but maybe they were missed? Is Tendercrop still required to have one as a farm?

Thanks,

Jackie

Jackie Bresnahan

Permitting Coordinator and Special Projects Manager

Town of Wenham

138 Main Street – (978)468-5520 x. 4

permitting@wenhamma.gov

From: Nicole Roebuck
Sent: Tuesday, March 12, 2019 9:17 AM
To: Jacqueline Bresnahan
Subject: The Bagel Shop

Hi Jackie,

Do you have an email address for Tom Smith with The Bagel Shop? I thought it would be best for me to email him a few forms regarding Tax Attestation & Worker's Comp Compliance. Since this is the first new restaurant outside of those with liquor licenses (since I've been here), I'm pulling old instructions together.

They will need a Common Victualler's license. I'd like to add it to either the March 26th (possible) or April 2nd BOS meeting agendas.

Let's discuss where they are in terms of inspections on your end.

Based on the MGL c.140, s.2, I believe Hendersons and Tendercrop should both have CV licenses. This is something that I think would make sense to add at renewal season.

Thanks,
Nicci

Nicci Roebuck

*Executive Assistant
Town Administrator's Office*

Town of Wenham

138 Main Street, Wenham, MA 01984
978-468-5520 x2

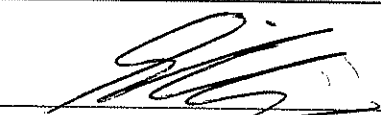
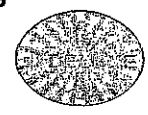
HOLD UP TO VIEW TRUE WATERMARK IN PAPER. HEAT SENSITIVE RED LOOK DISAPPEARS WHEN HEATED.

2091

TST GROUP INC
3 OAK ST
BEVERLY, MA 01915

DATE 3/15/19 53-7055/2113

PAY TO THE ORDER OF Town of Wenham \$ 50
fifty DOLLARS

FOR SalemFive®  MP 

Details on back

Security Features

[Redacted]



The Commonwealth of Massachusetts
Department of Industrial Accidents
Office of Investigations
600 Washington Street
Boston, MA 02111
www.mass.gov/dia

Workers' Compensation Insurance Affidavit: General Businesses

Applicant Information

Please Print Legibly

Business/Organization Name: TST Group DBA The Bagel Shop

Address: 158 Main St

City/State/Zip: Wenham Ma 01884 Phone #: 978 9696913 (may change)

Are you an employer? Check the appropriate box:

1. ☒ I am an employer with 10 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. ☐ We are a corporation and its officers have exercised their right of exemption per c. 152, §1(4), and we have no employees. [No workers' comp. insurance required]**
4. ☐ We are a non-profit organization, staffed by volunteers, with no employees. [No workers' comp. insurance req.]

Business Type (required):

5. ☒ Retail
6. ☐ Restaurant/Bar/Eating Establishment
7. ☐ Office and/or Sales (incl. real estate, auto, etc.)
8. ☐ Non-profit
9. ☐ Entertainment
10. ☐ Manufacturing
11. ☐ Health Care
12. ☐ Other _____

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

**If the corporate officers have exempted themselves, but the corporation has other employees, a workers' compensation policy is required and such an organization should check box #1.

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

Insurance Company Name: Berkshire Hathaway Group

Insurer's Address: P.O. Box A-H 16 S. River St

City/State/Zip: W. Kes Boro PA 18703-0020

Policy # or Self-ins. Lic. # TSBP065210 Expiration Date: 1/18/2000

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: 3/14/19

Phone #: 978 821 8822

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. Licensing Board 5. Selectmen's Office
6. Other _____

Contact Person: _____ Phone #: _____

TOWN OF WENHAM

TAX LAW COMPLIANCE ATTESTATION FORM

I certify under 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.

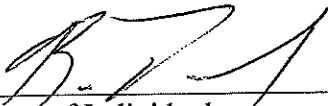
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Social Security Number if an Individual

Or

4	6		--	4	9	5	6	9	4	0
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Federal Identification Number for your company (if you have one)




Signature of Individual

Brooks Townsend

Print Name of Individual Signing

TST Group Inc (Const to Const of America)
Corporate Name (if applicable) we have had a couple name changes

By: Brooks Townsend 

Corporate Officer Signature and print (if applicable)

Date: 3/19/19

Your Social Security number or Federal Identification Number will be furnished to the Massachusetts Department of Revenue to determine whether you have met tax filing or tax payment obligations. Licensees who fail to correct their non-filing or delinquency will be subject to license suspension or revocation. This request is made under the authority of Massachusetts General Law, Chapter 62C, Section 49A.

BOARD OF SELECTMEN MEETING

March 26, 2019

NEW BUSINESS

B.

Appointment

(10 minutes)

➤ Police Officers: Jason Lucontoni & Reini Perez

- Draft Motion
- Jason Lucontoni
 - Recommendation Letter from Tom Perkins, WPD Chief, March 15, 2019
 - Cover Letter and Resume from Jason Lucontoni, February 11, 2019
 - Trainings & Certifications for Jason Lucontoni
 - Internal Affairs Investigation Training
 - HSI 101
 - 47th Annual Regional Criminal Investigation School
 - 48th Annual Regional Criminal Investigation School
 - Proactive Criminal Enforcement Seminar
 - Investigating Prescription Drug Crimes
 - Trends of Terrorism
 - Asset Forfeiture
 - Pharmaceutical Drug Investigations
 - Undercover Risk Analysis
 - Concealment Areas Within A Vehicle
 - Supervising Counterdrug Operations
 - Domestic Drug Interdiction
 - NH Part-Time Police Officer
 - NH Full-Time Police Officer
 - NH Recruit Academy
 - NH Enhanced Basic Program
- Reini Perez
 - Recommendation Letter from Tom Perkins, WPD Chief, March 21, 2019
 - Cover Letter and Resume from Reini Perez, March 13, 2019

BOARD OF SELECTMEN MEETING

March 26, 2019

DRAFT MOTION

Police Officer Appointment

Jason Lucontoni & Reini Perez

- Vote: I move to appoint Jason Lucontoni as a full-time Police Officer for term beginning March 26, 2019 and ending June 30, 2019 contingent upon successful completion of physical and psychological exams and approval by the Municipal Police Training Committee (MPTC) under 550 CMR 3.03 of a petition for an exemption from the basic police recruit training provisions of MGL Ch. 41 Sec. 96B.

- Vote: I move to appoint Reini Perez as a full-time Police Officer for a term beginning March 27, 2019 and ending June 30, 2019 contingent upon successful completion of the PAT (Physical Abilities Test) required for entrance into the Police Academy.

Seconded / Discussion/ Vote



THOMAS C. PERKINS
CHIEF OF POLICE

WENHAM POLICE DEPARTMENT

1 Friend Court
P.O. Box 536
Wenham, MA 01984

"Dedicated to Community, Committed to Serve"



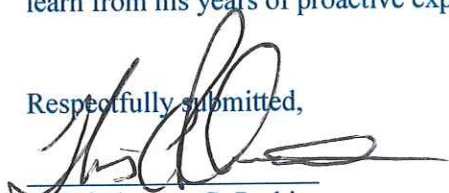
PHONE (978) - 468 - 4000
FAX (978) - 468 - 5603

Date: March 14, 2019
To: Peter Lomabardi, Town Administrator
From: Chief Thomas C. Perkins
Subject: Open position #1 recommendation

Sir,

Please accept this recommendation for Full Time Patrolman due to the resignation of Sgt. Jon Gray. As documented in previous correspondence, our goal was to try and attract a candidate with a minimum of 5 years of full time experience. We felt this approach necessary due to this opening happening within such close proximity to the previous two. We did expect this to be challenging as there was an aggressive time line. Additionally, officers tend to be hesitant to start over after completing 5 or more years. We found this to be true as we received 6 applications. Four of which did not meet the posting requirements. We may consider some of the four in the future for reserve officer positions. As for the remaining two, we scheduled interviews over the last two weeks. One of the two candidates withdrew for timing and personal reasons prior to being interviewed. Jason Lucontoni continued with the process and was interviewed by myself, you, Capt. DiNapoli and Sergeant Chris Machain. Candidate Lucontoni interviewed and scored very well. (95/98 % respectfully by way of consensus scoring.) He presented with a great deal of investigative and drug educational experience. This is perhaps the greatest institutional loss felt with the resignations of Sgt. Gray and Detective Kavanagh (close to 40 years experience) . If this recommendation is adopted, Officer Lucontoni will be in a position for other officers to learn from his years of proactive experience on the street. Just some of his many certifications are attached.

Respectfully submitted,



Chief Thomas C. Perkins



February 11th, 2019

Captain Kevin J. DiNapoli

1 Friend Court

P.O. Box 536

Wenham, Massachusetts 01984

Dear Captain DiNapoli,

As a current Captain with the Hudson, New Hampshire, Police Department, I would like to be considered for the position of Full-Time Police Officer for the Town of Wenham. The attached resume will provide you with the details of my experience, training and capabilities.

As you will note, I have over 24 years of experience as a full-time certified police officer in the State of New Hampshire. I have worked in all facets of my current agency to include patrol, detectives, first-line supervision, mid-level (command staff) management and administrative management. My resume will also provide details about my special skills, certifications and training in areas to include, but not limited to: administration, management, police accreditation, undercover narcotics officer, drug task force supervisor, investigator, detective supervisor and detective commander. In addition, I have taught many classes to community members, as well as to police officers. I also completed numerous on-air media releases and possess a degree in Criminal Justice from Hesser College located in Manchester, New Hampshire.

Among my strengths are excellent organizational abilities and strong leadership skills. Combined with my dependability and dedication, these qualities would enable me to make valuable contributions to the Wenham Police Department.

I would appreciate a chance to meet with you to discuss in greater detail my experience and qualifications.

Thank you for your time and consideration.

Sincerely,

Jason Lucontoni

Enclosure: Resume

JASON LUCONTONI

SUMMARY OF QUALIFICATIONS:

- Criminal Justice degree and relevant municipal police, state, federal and county experience.
- High achiever with notable academic, sports and volunteer accomplishments.

EDUCATION:

- **COLLEGE OF NOTRE DAME**, Manchester, NH
Paralegal Studies, 1993-1994
- **HESSER COLLEGE**, Manchester, NH
Associate's Degree in Criminal Justice, 1994

EXPERIENCE:

HUDSON POLICE DEPARTMENT

June 1996 to Present

Captain/Administrative Bureau

September 2017 - Present

- Responsible for reviewing, establishing and amending department policies as deemed necessary to comply with the internationally recognized standards of performance of the Commission on Accreditation for Law Enforcement Agencies, Inc., (C.A.L.E.A.).
- Ensure all aspects of the accreditation maintenance process are completed, including periodic inspection reports, reviews and updates.
- Responsible for the coordination of training for all sworn-personnel, as specified by the New Hampshire Police Standards and Training Council.
- Supervise School Resource Officers to ensure safety and positive community relations.
- Supervise the Legal Division and all personnel assigned.
- Oversee support services and its personnel, also responsible for maintenance of the entire department fleet.
- Responsible for writing and managing all state and federal grants
- Coordinate the Citizen Police Academy program, including recruitment and selection, curriculum development and instructor selection.

Detective Lieutenant/Division Commander

October 2015 – September 2017

- Responsible for the overall command of shift activity including that of patrol officers, sergeants and dispatchers assigned to the shift.

Detective Sergeant/Supervisor

January 2010 – October 2015

- Responsible for the overall command of shift activity including that of patrol officers, sergeants and dispatchers assigned to the shift.
- Works closely with the Operations Commander.

Undercover Drug Task Force/Team Leader

March 2003 – July 2007

- Responsible for the overseeing undercover/covert operations for the New Hampshire Attorney General's Drug Task Force – Metro team.
- Cultivating, debriefing and handling confidential informants
- Works closely with the Drug Task Force Commander

JASON LUCONTONI

EXPERIENCE *(Continued)*:

Detective/Criminal Investigations

June 2000 – March 2003

- **Crime Scene Technician:** Responsible for processing, labeling, securing evidence and confirming chain-of-custody in all court proceedings.
- Prepare and execute search warrants and arrest warrants.
- Identify criminal offenders and criminal activity, apprehend offenders and participate in subsequent court hearings.
- Conduct thorough investigations of all offenses and incidents.
- Participate in various community policing and volunteer activities.

Patrolman

June 1996-July 2000

- Responsible for the overall shift activity, patrol officers and assigned communications personnel.
- Work closely with the Patrol Commander in planning and developing strategies for matters involving the shift.

ROCKINGHAM COUNTY SHERIFF'S OFFICE

November 1994 - June 1996

Deputy Sheriff / Manchester-Boston Regional Airport

- Performed all standard duties and FAA regulations at the airport
- Traffic and parking enforcement at the Manchester-Boston Airport Terminals

LYNDEBOROUGH POLICE DEPARTMENT

December 1993 - November 1994

Part-Time Police Officer

- Graduate of the 103rd N.H. Police Academy – *September 1994*
- Performed all standard patrolman duties.
- Community CPR and First Aid certified.

ADDITIONAL PROFESSIONAL RESPONSIBILITIES:

- **Joint Terrorism Task Force Liaison (2010-Present)**
Hudson Police Liaison for the FBI's Joint Terrorism Task Force.
- **Secret Security Clearance (2015-Present)**
Received Secret Security Clearance through the Federal Bureau of Investigation - Joint Terrorism Task Force.
- **Expert in Vehicle Hidden Compartments "Hides" (2012-Present)**
Assisted numerous local L.E. agencies, as well as the United States Federal Bureau of Investigations with locating and identifying hidden compartments within motor-vehicles.
- **N.H. Justice of the Peace (2014-Present)**
- **Hillsborough County Drug Court Committee - Executive Member (2015-2018)**

JASON LUCONTONI



ACCOMODATIONS/AWARDS

- **Award:** Recipient of "Officer of the Year Award" through the Hudson JWC (2011).
- **Award:** Recipient of "Employee of the Month Award" (December 2008).
- **Award:** Recipient of "Letter of Commendation" (December 2008).

UPON REQUEST:

- Training Certifications
- References

Certificate of Completion

IME

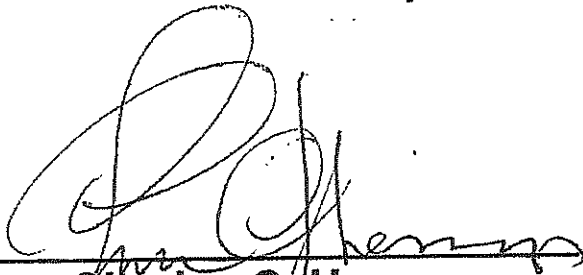
This is to certify that

JASON LUCONTONI

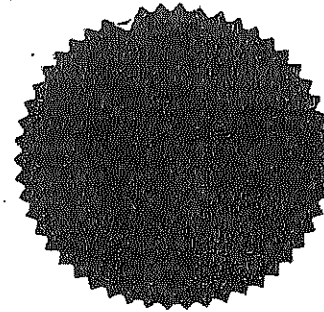
Has successfully completed all requirements for
The 40 hour law enforcement training program Titled

"Internal Affairs Investigations"

Sponsored by New Hampshire Police Standards and Training
April 6th through April 10, 2015



Charles C. Hemp
Instructor - Investigative Training





IMC



Certificate of Completion

is hereby granted to

Jason Lucontoni

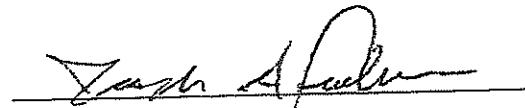
Who has satisfactorily completed the 4 hour training course

“HSI 101”

Training held by New England HIDTA
at Andover Police Dept., Andover, MA
March 3, 2015



J.T. Fallon
Executive Director
New England HIDTA



Joseph A. Sullivan
Program Manager
Homeland Security Investigations-Boston

Narcotic Enforcement Officers Association

in conjunction with

IMC

New England State Police Information Network

and

Multijurisdictional Counterdrug Task Force Training

proud sponsors of the

47th Annual Regional Criminal Investigation School

Award this

CERTIFICATE OF ATTENDANCE

to

Jason Lucontoni
Hudson Police Department

Dated this day, the 7th day of November 2014

Attested:

Michael R. Rinaldi

Lieutenant Michael R. Rinaldi (Ret.)

President

Gabriel Lupo

Lieutenant Gabriel Lupo

Vice President

Blake J. Stine

Sergeant Blake J. Stine (Ret.)

Vice President

Richard Montefusco

Sergeant Richard Montefusco

Vice President

Duane Tompkins

Lieutenant Duane Tompkins (Ret.)

Secretary

C. Richard Stook

Detective C. Richard Stook (Ret.)

Treasurer

William Butka

Inspector William Butka (

School Chairman

Narcotic Enforcement Officers Association

in conjunction with

New England State Police Information Network

and

Multijurisdictional Counterdrug Task Force Training

proud sponsors of the

48th Annual Regional Criminal Investigation School

Award this

CERTIFICATE OF ATTENDANCE

to

Jason Lucontoni
Hudson Police Department

Dated this day, the 6th day of November 2015

Attested:

Michael R. Rinaldi

Lieutenant Michael R. Rinaldi (Ret.)

President

Gabriel Lupo

Lieutenant Gabriel Lupo

Vice President

Blake J. Stine

Sergeant Blake J. Stine (Ret.)

Vice President

Richard Montefusco

Sergeant Richard Montefusco

Vice President

Duane Tompkins

Lieutenant Duane Tompkins (Ret.)

Secretary

C. Richard Stook

Detective C. Richard Stook (Ret.)

Treasurer

William Butka

Inspector William Butka (Ret.)

School Chairman

TMC

CERTIFICATE OF PARTICIPATION

This certificate is awarded to

Jason Lucontoni

HAS SUCCESSFULLY COMPLETED 24 HOURS OF THE

PROACTIVE CRIMINAL ENFORCEMENT SEMINAR

CRIMINAL INTERDICTION, ELECTRONIC/HYDRAULIC COMPARTMENTS,
SEARCH AND SEIZURE

HELD ON OCTOBER 7TH , 8TH, AND 9TH, 2013 IN STURBRIDGE, MASSACHUSETTS

JAMES BAZZINOTTI, DIRECTOR PACE



Certificate of Completion

is hereby granted to

Jason Lucontoni

Who has successfully completed the 8-hour Seminar

Investigating Prescription Drug Crimes

April 24, 2013

Hosted by

**HIDTA National Meth & Pharmaceutical Initiative
&**

NEHIDTA

Rich Rosky

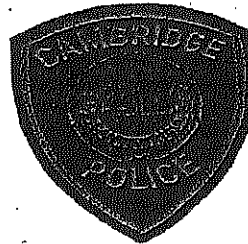
Rich Rosky
Assistant Director of Training
HIDTA National Meth &
Pharmaceutical Initiative

J.T. Fallon

J.T. Fallon
Executive Director
New England HIDTA

Sgt. Lucontoni

BLUELINE SPECIALIZED TRAINING



CERTIFICATE OF ATTENDANCE


For the one-day seminar titled

"TRENDS OF TERRORISM"

*Hosted by the Cambridge Police Department
October 16, 2012
0900—1700*

Patrick J. W. Chagnon
PATRICK J.W. CHAGNON
PRESIDENT




INSTRUCTOR SIGNATURE
LLEWELLYN ROWE JR.

10/16/2012
DATE

Sgt. Lulontoni

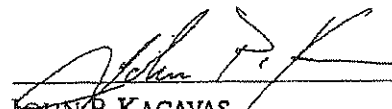
CERTIFICATE OF ATTENDANCE

THE HOLDER OF THIS CERTIFICATE HAS SUCCESSFULLY COMPLETED THE FOLLOWING TRAINING:

ASSET FORFEITURE:
FEDERAL PROCEDURE, LAW ENFORCEMENT TECHNIQUES,
AND OTHER ISSUES

October 13, 2011

UNITED STATES DISTRICT COURT, JURY ASSEMBLY ROOM
55 Pleasant Street, Concord, NH 03301


JOHN P. KACAVAS
UNITED STATES ATTORNEY

10-31-11
Date

St. Petersburg College

SOUTHEASTERN PUBLIC SAFETY INSTITUTE

MCTFT

This is to certify that

Jason Lucontoni

has satisfactorily completed the following

8-hour training at:

Methuen, MA

Pharmaceutical Drug Investigations

Training Completed this Twelfth Day of July, Two Thousand Eleven



William D. Law Jr.
President, St. Petersburg College



El LaHaie
Executive Director
SPC Center for Public Safety Innovation



Juan C. Bral Jr.
Campus Executive Officer, SPC Allstate Center

Northeast Counterdrug Training Center

This is to recognize

JASON LUCONTONI

*for successfully completing
the requirements of*

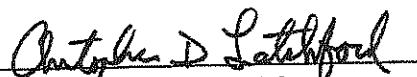
Undercover Risk Analysis

(16 Hours)

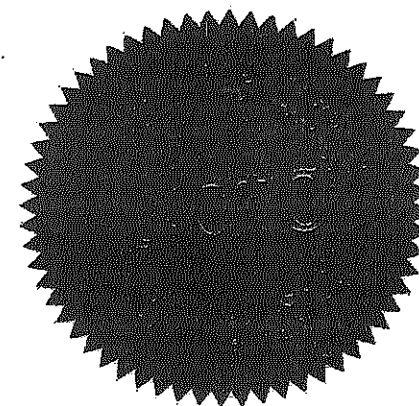
Conducted at
Concord, NH

September 08-09, 2010




Christopher D. Latchford
Colonel, U.S. Army Retired
NCTC Executive Director


Steve Todoric
Lead Instructor



Institute of Police Technology and Management

UNIVERSITY OF NORTH FLORIDA

This is to certify that

JASON LUCONTONI

has successfully completed the training course
CONCEALMENT AREAS WITHIN A VEHICLE

teleconferenced courses conducted in Concord, Keene, Littleton and
Portsmouth, New Hampshire

January 23-24, 2008


COURSE DIRECTOR




IPTM DIRECTOR





Multijurisdictional Counterdrug Task Force Training



This is to certify that

Jason Lucontoni

Has satisfactorily completed the following 24 hour MCTFT training course held at

METHUEN, MA

Supervising Counterdrug Operations

Training held 3/18/2008 through 3/20/2008

Carl W. Kutter
President
St. Petersburg College

Eileen LaHaie
Eileen Lahaie
MCTFT Director

A partnership between The Florida National Guard and St. Petersburg College



Multijurisdictional Counterdrug Task Force Training



This is to certify that

Jason Lucontoni

Has satisfactorily completed the following 24 hour MCTFT training course held at

METHUEN, MA

Domestic Drug Interdiction

Training held 7/30/2008 through 8/1/2008

Carl W. Kuttler
President
St. Petersburg College

Eileen LaHae
Eileen Lahaie
MCTFT Director

A partnership between The Florida National Guard and St. Petersburg College

State of New Hampshire
Police Standards and Training Council

THIS IS TO CERTIFY THAT

Jason Lucontoni

has successfully completed the New Hampshire Recruit Academy
and is qualified pursuant to RSA 188-F to be a

Full Time Police Officer

in the

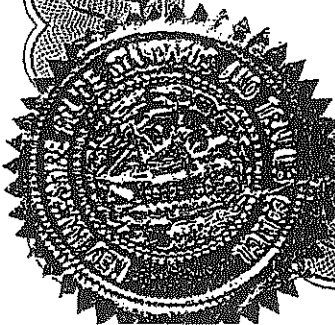
STATE OF NEW HAMPSHIRE

Given under our hands and seal this 15th day of July, of 1994

John D. Morton
Chairman



Edmund J. ...
Director



Police Standards and Training Council

THIS IS TO CERTIFY THAT

Jason Lucontoni

is qualified pursuant to RSA 188-F to be a

Part Time Police Officer

in the

STATE OF NEW HAMPSHIRE

given under our hands and seal this 15th day

of July, 19 94.

John D. Morton
Chairman

Edw. L. Lucey
Director

State of New Hampshire
Police Standards and Training Council

HEREBY CERTIFIES THAT

Jason Lucontoni

HAS SUCCESSFULLY COMPLETED

THE NEW HAMPSHIRE RECRUIT ACADEMY

HELD AT

FROM 04-25-94 TO 07-15-94

John A. Morton
CHAIRMAN
Edmund
DIRECTOR

State of New Hampshire
Police Standards and Training Council

THIS IS TO CERTIFY THAT

Jason Lucontoni

HAS SUCCESSFULLY COMPLETED THE

**Enhanced Basic Program
of the 103rd NH Police Academy**



FROM April 25, 1994 TO July 15, 1994

John S. Morton

CHAIRMAN

Edmund J. Leamy

DIRECTOR



THOMAS C. PERKINS
CHIEF OF POLICE

WENHAM POLICE DEPARTMENT

1 Friend Court
P.O. Box 536
Wenham, MA 01984
"Dedicated to Community, Committed to Serve"




PHONE (978) - 468 - 4000
FAX (978) - 468 - 5603

Date: March 21, 2019
To: Peter Lomabardi, Town Administrator
From: Chief Thomas C. Perkins
Subject: Open position #2 recommendation

Sir,

Please accept this recommendation for Full Time Patrolman due to the resignation of Ofc. Mike Chandler. As documented in previous correspondence, our intention was to try and promote from within for this position. We had three candidates apply for the opening. All three were interviewed by a very similar committee as the previous process with the exception of Sgt. Machain being replaced by Acting Sergeant Marsh. One candidate withdrew from the process the following day, citing a counter proposal from his family business to be too substantial to turn down. The candidate I am recommending for appointment based on his performance in the process is Reini Perez. Reini is a resident of Beverly and presently employed by the Beverly Parks and Recreation Department as the full time Head Park Ranger. There he oversees a staff of 12 other Park Rangers.

Respectfully submitted,



Chief Thomas C. Perkins



Captain DiNapoli
Captain of Wenham P.D
140 Main Street
Wenham, MA 01984

March 13, 2019

Dear Captain DiNapoli,

I am writing this letter to inform you why I would be a good candidate for the full-time Police Officer position. Please accept this letter as part of my application for the position.

I am proud to write that I have been with this Department for a little over a year now. I have learned a lot from just the one year here. I believe that the Field Training I received through the department was very well put together and has helped me more understand this job. I went through one hundred and sixty hours of field training.

I would love the opportunity to be a full-time officer here. I have many years of working with people and kids between working in sales, coaching or being in charge of summer staff for the recreation department.

I feel that with my work experience, my ability to help others and my leadership skills makes me a strong candidate for the Full time police officer position at Wenham Police Department. Enclosed is my resume for your review. Thank you for your consideration and I can be reached at 978-778-8620 or reiniperez12@gmail.com

Sincerely,

Reini Perez

A handwritten signature in black ink, appearing to read 'Reini Perez', with a stylized, flowing script.

Reini Perez
30 Dunham Rd – Beverly, MA 01915 – 978-778-8620
reiniperez12@gmail.com

EDUCATION

Massachusetts Law Enforcement Training Alliance, Topsfield, MA Sept. 2016 – Jan. 2017

Certified: First Responder and Basic Life Support

North Shore Community College, Danvers, MA Sept. 2015 – present Associate in Business

Beverly High School, Beverly, MA

May 2013

Language: Proficient in Spanish and can translate

EXPERIENCE

Wenham Police Department, Wenham, MA December 2017-Present

Todd's Sporting Goods, Beverly, MA Jan. 2015-present
Sales Representative

Provide support to a small family owned business to help increase sales
Develop relationship with customers that contributed to repeat business
Respond to customer and vendor emails in a timely fashion to ensure customer satisfaction
Attend meetings with vendors to discuss new products
Met with 10 Athletic Directors and discussed their needs for the upcoming season
Interact with coaches of major seasonal sports to discuss their needs for the upcoming season
Increased sales by 10% by promoting services and a good quality product
Assist embroiderer and screen printer with set up of jobs to ensure efficiency
Create and design social media site to promote our products and services

Beverly High School Baseball, MA April 2015-2018
Assistant Coach

Interacted with 4 Coaches and Athletic Director to help the baseball season run smoothly
Mentored and acted as role model for 14 players ages 13 -18

Lynch Park Ranger, Beverly, MA May 2015 - present
Head Ranger

Supervise 12 rangers for two parks to make certain they are enforcing the rules and regulations of the city mandates
Train new rangers on policy and procedures that allow for an enjoyable and safe day at the park
Provide constructive criticism to rangers to enhanced their performance

Beverly Secondary Youth Baseball June 2010 – Aug. 2016
Coach

Served as organizations Vice-President for 2012 and attended all league meetings
Mentored and acted as role model for 84+ players ages 12 - 16
Organized all game day operations including umpires, field workers, coaching staff

Beverly High School, Beverly, MA Sept. 2011 – Feb. 2016
Student Intern/Athletic Assistant

Assisted Athletic Director in various capacities to maintain operational efficiencies
Attended Northeastern Conference Athletic Directors Meetings to increase knowledge
Administered and supported hundreds of high school athletic events in 29 different sports
Inventoried all equipment in the department and organized storage areas for easy access
Interacted with uniform and equipment representatives to inventory all new equipment and check delivery dates
Cross-checked officials and busses, worked with other AD's to cross-check sites, dates, times
Organized all trophy cases and updated as new awards were received

Prime Time Sports, Lawrence, MA

June 2013-May2014

Inside Sale

Collaborated with 4 Sale Representatives and provided with assistance with ordering product

Organized and categorize product for Sales Representatives to enhance their sales with customers

BOARD OF SELECTMEN MEETING

March 26, 2019

NEW BUSINESS

C.

Review of Regional Dispatch Feasibility Study for Danvers or Hamilton and Updated Intermunicipal Agreement with State 911

(30 minutes)

- Analysis for Providing Contract Dispatch Services for the Town of Wenham, MA by Danvers and Hamilton, MA, Municipal Resources, Inc., Final Draft from State 911, March 2019
- Updated Intermunicipal Agreement for the Joint Provision of Public Safety Communications, Dispatch and Operations Services
 - Attachment A: Core Services for Members
- Memo regarding IMA for North Shore 911 to Frank Poznial, Executive Director, State 911 Department, MA Executive Office of Public Safety and Security from Matthew Moran, Undersecretary, Forensic Science and Technology, MA Executive Office of Public Safety & Security, December 12, 2018
- Intermunicipal Agreement for the Joint Provision of Public Safety Communications, Dispatch and Operations Services, Original Draft from State 911, November 2018
- Original Intermunicipal Agreement for the Joint Provision of Public Safety Communications, Dispatch and Operations Services, Original Draft from State 911

120 Daniel Webster Highway
Meredith, NH 03253
www.mrigov.com



Telephone: (603) 279-0352
Toll Free: (866) 501-0352
all@mrigov.com

**ANALYSIS
FOR
PROVIDING CONTRACT DISPATCH SERVICES
FOR THE TOWN OF WENHAM, MA
BY
DANVERS AND HAMILTON, MA**

INTRODUCTION

MRI (Municipal Resources, Inc.) was engaged by the Town of Wenham, Massachusetts to evaluate and assess the feasibility of contracting police and fire dispatch communications services to be provided by the Town of Danvers MA or by the Town of Hamilton MA.

Emergency service communications is the first part of the chain of effective and efficient emergency communications in order to have a fast response to fire and police emergencies. Dispatchers must have the ability to receive critical information, process the information quickly and properly, disseminate the information to appropriate first responders and maintain all data records required for the specific nature of the incident. These critical tasks require the most up to date technology and equipment.

Interoperability is the second part of effective emergency communications systems. The system must be flexible in order to meet the unique and specific requirements of public safety agencies. Interoperability is *the ability to exchange voice and data on demand, in real time, when needed and as authorized, for responders both within their agency and across jurisdictional boundaries*". Interoperability spans a number of public safety platforms including emergency management. During larger events the goal is to make strategic emergency management and tactical incident management possible. Because of the diversity of communication centers there are a number of challenges that must be overcome in order to be successful. Strategic planning and a goal of building similar 9-1-1 centers to meet those challenges is a critical element and should be part of any long-term strategic planning. Technology continues to bring forward enhances methods of communications which allows for the faster deployment of emergency services.

The Commonwealth of Massachusetts encourages regionalization of emergency communications and dispatch operations to not only facilitate interoperability, but to

dramatically reduce the number of Public Safety Answering Points (PSAPs) in the state. There are significant opportunities for grant funding for those Public Safety Answering Points (PSAP), both competitive and non-competitive, to those who are already, or who plan to regionalize.

This study also provides a review of the financial ability and fiscal commitment of Danvers and Hamilton to support the Wenham Fire and Police dispatch needs. We have also identified any modifications to the communications delivery systems that may be necessary in order to meet the requirements of the Wenham Public Safety Agencies. The report looks at the Danvers and Hamilton's ability in providing dispatch services, and their plans for a clear course of action for future improvements, which is an important element in the long-term ability of this partnership to thrive.

PURPOSE, SCOPE & METHODOLOGY

MRI will draw on materials, data, and analysis previously collected in the course of completing regional emergency dispatch feasibility studies in 2017 for Danvers, MA and 2014 for Hamilton MA to undertake the following scope of work:

Conduct a comprehensive evaluation of the current facilities and technology in Wenham as a participating member of the Essex County Regional Emergency Communications Center (ECRECC), and an assessment of both Danvers' and *Hamilton's* ability to host Wenham as part of their proposed consolidated emergency communications operations. This assessment will include, but not be limited to, the following:

1. An evaluation of current dispatch space at both the Danvers and *Hamilton* on facilities.
2. An evaluation of current dispatch equipment of all three entities.
3. An evaluation of the compatibility of Wenham's systems and equipment with both Danvers and *Hamilton's* existing facilities.
4. Develop cost projections for facilities and technology upgrades and related training necessary to make either Danvers or *Hamilton* fully operable to provide these services to Wenham, including but not limited to analysis of computer-aided dispatch (CAD) software, records management system (RMS), voice and data systems, radio systems, telephone systems, alarm monitoring systems, and other related equipment or technologies.
5. Based on existing infrastructure, identify methods for providing connectivity and redundancy in order to deliver 911 calls from

Wenham to either Danvers or *Hamilton*, with appropriate levels of back-up to provide for continuity of operations.

6. Provide analysis of operational, staffing, infrastructure, and financial implications of using shared frequencies or maintaining separate frequencies if Wenham were to join either Danvers or *Hamilton*.
7. Perform an interoperability assessment and provide cost estimates to connect Wenham to either Danvers or *Hamilton's* existing facilities, taking into account all relevant state regulatory and statutory requirements that may have an impact on initial capital expenses and ongoing operating costs of Wenham joining either Danvers or *Hamilton*.
8. Conduct a thorough assessment of and provide recommendations concerning other transitional issues, both human and resource related.
9. Provide recommended governance model to ensure effective provision of services if Wenham were to transition to either Danvers or *Hamilton*.

Based on the findings of this report, MRI will make a recommendation on the overall feasibility of Wenham transitioning from the ECRECC to either Danvers or *Hamilton* for dispatch services.

To that end, this study included the following aspects:

1. A comprehensive evaluation of the current facilities and technology in the existing Danvers and *Hamilton* dispatch center and their ability to host such a consolidated emergency communications operation. This assessment included, but was not limited to, the following:
 - An evaluation of the current dispatch space
 - An evaluation of current dispatch equipment
 - An evaluation of the compatibility of systems and equipment between the two communities
 - Evaluation of the potential to further expand operations

2. Development of cost projections for facilities, technology, and training to make Danvers or Hamilton operable to serve as host.
3. Identified methods for providing connectivity and redundancy in order to deliver 911 calls from with appropriate levels of back-up to provide for continuity of operations.
4. Performing an interoperability assessment and developed cost estimates to connect to the proposed host community.

A site visit to Wenham, Danvers, and Hamilton was conducted by members of the study team and were provided with the following information and documentation: community demographic data, existing rules, regulations and standard operating procedures/guidelines for the communication centers, maps, square mileage calculations, budgets for the communication center, as well as the town, service trends and call volume data from the centers, appropriate collective bargaining agreements, mutual aid agreements, a list of communication lawsuits, personnel rosters, department organization charts, and annual reports. The MRI team also visited the various radio equipment hardware locations and identified the type of equipment, model numbers, antenna locations, and their connectivity to the dispatch centers.

MRI consultants met with local officials, the Police Chiefs of the Danvers and Hamilton departments who oversee the communications centers, and the dispatch supervisor for the Danvers and Hamilton dispatch center. These meetings were held in each of the interested communities so site visits could be made to each the existing communication center to evaluate the existing infrastructure.

The following other specific tasks were incorporated into the completion of this project:

1. Determined the technical requirements needed to support Wenham fire and police.
2. Conducted on-site assessments of the dispatch facilities and capabilities. This included an evaluation of existing sites, development of an equipment inventory, and an assessment of operations currently utilized to determine the feasibility of other options such as offsite placement of certain equipment.

3. Conducted an analysis of computer aided dispatch (CAD) software to be used and options for the interface or purchase of a records management system (RMS), which included compatibility with cruiser laptops or other mobile devices.
4. Conducted a thorough assessment of existing communication center operations and provided recommendations regarding state regulatory and statutory requirements.
5. Conducted a thorough assessment as to the type, amount, and cost of additional or consolidated voice and data systems, radio systems, telephone systems, and other related equipment that should be purchased in order to interface with the Wenham fire and police needs.
6. Performed an interoperability assessment and developed cost estimates to connect Wenham to the host community.
7. Evaluated the current methodologies employed in each community pertaining to the process of alarm signals and identified the most advantageous way to consolidate the reception of these signals.
8. Conducted an assessment of the staffing requirements for Danvers and Hamilton and reviewed related costs including budget development; cost allocation and operational issues.
9. Conducted a thorough assessment and provided recommendations concerning transitional issues.
10. Conducted an assessment of the training programs in use by Danvers and Hamilton for public safety dispatchers including initial and continuing training.
11. Evaluated the interoperability and compatibility that takes into account and optimizes the reuse of existing communications infrastructure.
12. Consulted with several reputable vendors to develop cost estimates for various components that may be needed.

MRI collected data from four agencies including Wenham, Danvers, Hamilton, and the ECRCC. A review of statistical information related to number of calls, time to answer calls, and classification of calls was conducted. In addition, using previous information from other past studies we were able to begin the development of a recommendation for a host community to provide dispatch services. While not specifically evaluated in this study, it is the opinion of the MRI study team that the recommended host can easily handle the addition of several more similar sized communities. endeavor. It should be noted that our collection of data from Danvers, Hamilton, ECRCC, and Wenham provided different methods of data collection and logging of calls therefore MRI had to compile the information in such a manner as to attempt to bring the statistics in line for comparison of the data.



Figure 1 Danvers Mass

Our study of the two host dispatch agencies will be broken down into a series of categories. Individual community demographics will be provided and then the use of tables will be used to compare the host agencies. These recommendations are not intended to be exclusive if adopting this communication strategy, however, they are designed to provide the reader the opportunity to see the demographic differences and call volume from each interested agency.

COMMUNITY PROFILES: BACKGROUND AND LOCAL INFORMATION

TOWN OF DANVERS

The Town of Danvers is located in Essex County, approximately 17 miles northeast of downtown Boston. It is approximately half way between Boston and the New Hampshire state border. According to the United States Census Bureau, Danvers had a 2010 population of 26, 493, an increase of 5.1% from 2000. The town covers an area of 14.1 square miles of which 13.3 square miles is land and 0.8 square miles is water. With a population density of 1,898 people per square mile the town is classified as an urban community. The Danvers River provides direct access from the town to the Atlantic Ocean.

The town consists of a mix of residential, commercial and industrial occupancies which surround the highly-developed town center. The town's largest employer, Osram Sylvania, employs around 900 people. Interstate 95 and Massachusetts Route 128 both pass through the town, just east of their junction in Peabody. U.S. Route 1 also passes through town, with a large junction with Interstate 95 in the northwest end of town. Danvers is bordered by Topsfield to the north, Wenham to the northeast, Beverly to the east, a small portion of Salem to the southeast, Peabody to the south and southwest, and Middleton to the northwest.

Public safety services in Danvers are provided by full-time police and fire departments. The Danvers Police Department is comprised of forty-six sworn police officers, who are supported by four administrative staff (not counting dispatchers). The Danvers Police Department was accredited in 1986 making it the first municipal law enforcement agency within the Commonwealth of Massachusetts to become nationally accredited.

The Danvers Fire Department provides fire, rescue and first responder emergency medical services response with 49 sworn full time personnel operating from two stations. Transport emergency medical services at the advanced life support (ALS) level are provided by Atlantic Ambulance Service, a private ambulance company.

Dispatching services for both the police and fire departments, along with Atlantic Ambulance is provided as a function of the Danvers Police Department. The department employs nine (9) civilian dispatchers including a dispatch supervisor. The current dispatch center occupies approximately 800 square feet and is located in a secured dispatch center on the second floor of the police station. The dispatch center is state of the art recently undergoing significant renovations and updating with room space as well as equipment upgrades.

TOWN OF HAMILTON

Hamilton is a rural-suburban town in the east central portion of Essex County in eastern Massachusetts. Located on Boston's north shore suburbs the town had a population of 7,764 as of the 2010 census. The population density is 553.8 persons per square mile. The town covers an area of 14.7 square miles of which 14.2 square miles is land and .7 square miles is water. Its location on the north shore provides easy access to the Atlantic seashore with its reservations, beaches and boating.

The town is primarily residential with some scattered commercial occupancies. It includes many historic houses and pastoral landscapes. At the time of this report the town has no manufacturing type industry and no industrially-zoned land.

The town is protected by a police department staffed with 13 sworn officers. The fire department is a combination organization consisting of both full-time career, and part time call personnel. EMS transport services are provided under contract by Beauport ambulance which deploys an advanced life support (ALS) unit 24/7 from the fire station.

Hamilton is closely tied to its sister town, Wenham, sharing a school system, library, recreation department and commuter rail station. Until 2013 the two communities also shared a regional emergency communications center.



Figure 2 Hamilton Mass

The Hamilton dispatch center is located in the town's approximately ten-year-old public safety building, which also houses the fire and police departments. It is located on the first floor of the building and the dispatchers serve as receptionists for visitors to the police and fire departments. The center is new and modern, with the main operational room occupying 500 square feet in the middle of the building. There is also a dispatch supervisor's office located off the main room.

FIGURE 3: BASIC COMMUNITY STATISTICS

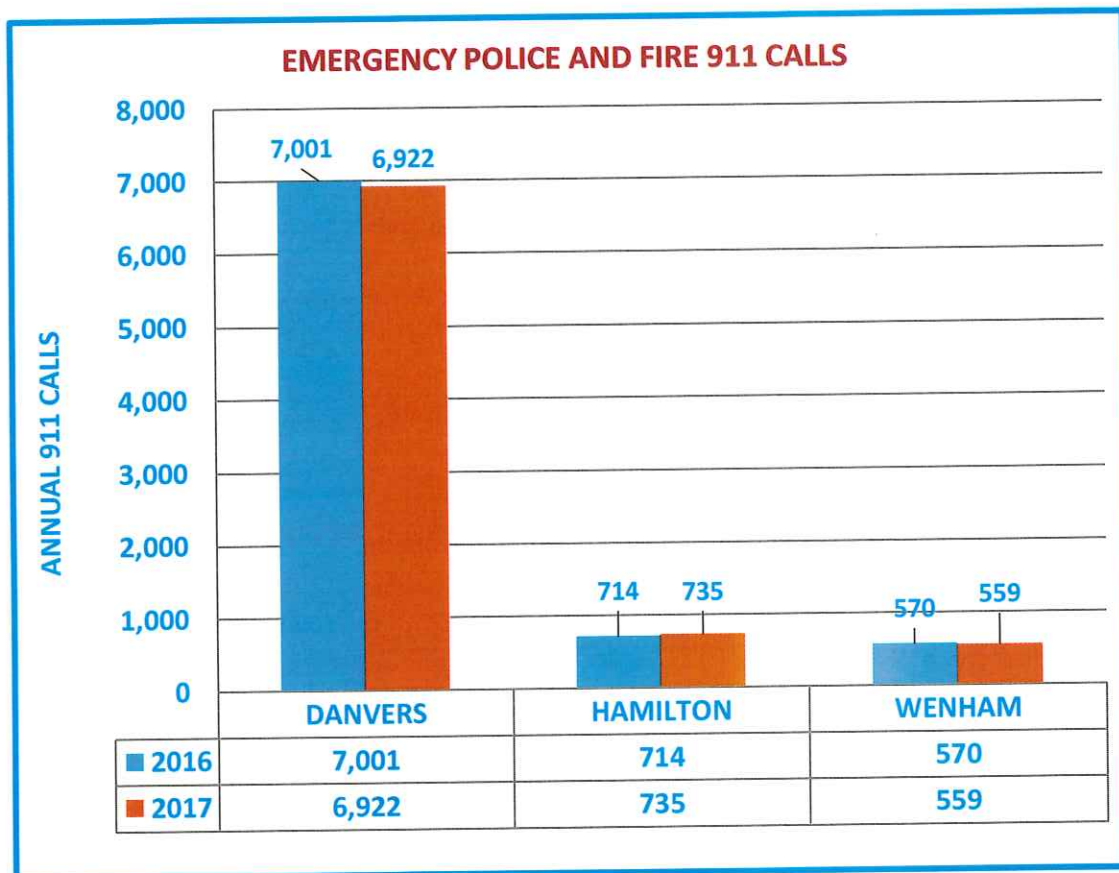
COMMUNITY	POPULATION	SQUARE MILES	AVERAGE ANNUAL CALL VOLUME 2016 – 2017	REPORTED COST TO OPERATE DISPATCH CENTER *	DISPATCH CENTER PER CAPITA COST**
DANVERS	26,493	14.1	29,170	\$838,006.19	\$26.71
HAMILTON	7,764	14.9	23,675	\$364,600.70	\$28.84
WENHAM	4,875	8.1	22,853	\$119,047.00	\$24.41
TOTAL 3 TOWNS	39,132	39.1	25,232	\$1,321,653.89	AVERAGE \$26.65

* Gross operating cost that does not consider any offsetting revenue and grants.

** Per Capita Cost is calculated by dividing cost to operate by population.

(Wenham population is added to Danvers and Hamilton population).

Figure 4 Annual 911 Calls



Only includes 911 calls where a police or fire response was necessary.

EXISTING COMMUNICATIONS SYSTEMS AND INFRASTRUCTURE

TOWN OF DANVERS

Danvers current dispatch center opened a secure state of the art 5.7-million-dollar communications center in August of 2017.

The dispatch center is environmentally controlled. The main center has 799 sq. ft. and a secured climate-controlled server room that is 224 sq. ft. including sufficient room for future expansion of equipment. There is a supervisor's room that is 142 sq. ft. along with a break room, locker room, and toilet facilities.



Figure 5 Danvers Communication Center

There are two Dispatchers on duty 24 hours a day, seven days a week. Dispatchers work a 4 on 2 off work schedule over a 6-week cycle (same work schedule as Police). This shift staffing requires 9 dispatchers. There are currently 9 fulltime dispatchers working at the dispatch center. The Dispatchers each are assigned to a police or fire position that rotates during the shift so that there is consistency and experience gained to assure both fire and police receive equal services. Each dispatcher will assist the other if a fire or police incident escalates and the need arises for additional support.

The communications center is currently working with state 911 to increase the number of 911 answering points from the current three to four.

The center utilizes Motorola MCC7500 K2 Core Dispatch console systems. Three of the consoles are operational as full 911 dispatch consoles and the fourth is console currently is where fire alarm system data entry takes place and for future build out. The Motorola consoles have the redundant Astor 25 K-Core components. The dispatch center does not currently have tone generators that would recall the off-duty fire and police personnel that would be needed by Wenham during fire and public safety emergencies. They can be added for a small cost.

The 9-1-1 system is manufactured by General Dynamics while the business telephone system is a town owned system provided by Partner's technology. There are thirteen (13) 9-1-1 lines into the dispatch center and twenty-eight (28) other business and administrative lines. Phone service is provided by both Verizon and Comcast.

This center is fully secured and self-sufficient for the purpose of emergency communications. Danvers has indicated they are interested in looking to its neighboring towns seeking to collaborate in the creation of a regional communications center.

The communications center utilizes Computer Aided Dispatch (CAD) for both Danvers Fire and Police who share the cost of the QED CAD system. The annual cost is approximately \$15,200. Each department contributes \$7,600 each for its maintenance. Wenham Fire also uses Firehouse® software which is compatible with QED and has the ability to share information. In addition, the Police Chief indicated that the Town of Danvers is willing to look at the purchase of IMC software if Wenham were to join the Danvers Communication Center.

The Police Chief was asked how he envisioned what the governance and operational makeup of the center would look like in order for Wenham to have input on operational needs specific to Wenham Fire Department. The Chief indicated that day to day operations and direct supervision of Dispatchers would be assigned to his Administrative Captain. The Police Chief also acknowledged the importance of creating an operational board of stakeholders in order to address communication center operations. The details of when this board would meet and the extent of their work as a group would be determined when initially developed.

The Town of Danvers has in operation a 100-mil fire alarm system. It is a Keltron® and Master Alarm system with battery backup and is located within the dispatch center. Both the fire headquarters and the substation receive alarms over decoders activating their house bell alarms. They are also upgrading their equipment to allow for the receiving of radio boxes. The new panel is installed at the police station, with alarms being received at the fire stations as well.



*Figure 6 Keltron Fire Alarm
Annunciator*

The Town of Danvers intends to maintain the 100 Mil system and to integrate it with the new box system. They currently have the ability to receive all 100 Mil and Vision 21 radio boxes that Wenham presently has.

Both the Danvers police and fire departments utilize UHF radio frequencies for their communications. The police department radio frequency is 472.3125 MHz the fire department's frequency is 483.3375 MHz

Fire radio transmissions are simulcast over the primary fire channel and to the Vision 21 voice fire alarm unit located in the fire stations. The fire department utilizes its primary fire channel for the vast majority of its communications.

Danvers Radio Frequency Table:

<u>Danvers Radio Frequencies</u>	<u>Channel</u>	<u>Frequency</u>	<u>Input</u>	<u>Call Sign</u>	<u>Notes</u>
Danvers Fire	1	483.337500	486.33750	WIG837	Fire Dispatch
Danvers Police	1	472.312500	475.31250	WIH766	Police Dispatch
Atlantic Ambulance	1	Uses FD Frequency	Uses FD Frequency	WIG837	EMS Dispatch
Danvers Public Works	1	45.64000		KAZ872	Public Works
Danvers Light and Power	1	47.8000		KC1244	Light - Power

Figure 7 Danvers Radio Frequencies

In addition to handling all 9-1-1 call taking and emergency communications for the police and fire departments, the dispatch center is the initial answering point for all non-emergency and business calls to the police department. They monitor the Department of Public Works radios and receive after hours calls for the power company. The dispatchers also monitor security cameras located at the electric substation and Danvers High School. The video monitors are Excacg Vision units with the information transmitted over the town owner fiber optics network.



Figure 8 Danvers Dispatch

There is currently no official back up location within the town for to relocate the dispatch center should it become disabled or if the police station should need to be evacuated for any reason. The fire department indicated they could probably handle dispatch in an emergency but they would need some time to get it ready which may not be available. The state E 9-1-1 department has assigned the City of Beverly as the 9-1-1 emergency backup answering point for the Town of Danvers.

At the time of this assessment Danvers has five (5) transmission/receiver sites that are used for their public safety communications system. This system is reported to work very well and more than adequately serves the needs of the town and its public safety departments. The various sites

are connected to the dispatch center through leased copper lines owned by Verizon. Verizon is no longer providing support for copper lines as they consider this to be obsolete technology.

Figure 9 Danvers Radio Equipment Table

Type Equip	Equip Name	Location of Equipment & Address	Antenna & Height	Sea Level Height	Total Height	Equip	Connect	Other Info
Main Transmit	Receiver #1	Hallstead Property 1300 Kirkbridge Drive Danvers, Mass	Monopole Tower 130 ft.	150 ft.	250 ft.	Motorola Quantar Repeater Model T5365A Serial # 509CYP0066	Verizon FDDA Telephone Lines - Copper	Motorola Radios: Combiner 2 UPS Back up – 1 FD, 1 PD Temp Controlled Propane Back up Emergency Generator
Standby Transmitter to main transmitter	Receiver #2	Police Dept. 120 Ash Street Danvers, Mass	Radio Tower 55 ft.	55 ft.	110 ft.	Motorola MTR3000 Repeater Model T3000A Serial # 512CMV0414	Internal Cabling from basement closet 5 to comparator (at DPD)	Motorola Spectra-tac Comparator Model # T17866 Serial # 273CYP0008 Backup power from building emergency generator
Receiver	Receiver #3	Fire Dept. 64 High St Danvers, Mass	Antenna Roof 30 ft.	42 ft.	72 ft.	Motorola Astro-Tac Receiver Model T5589A Serial # 677CXP0019	Verizon RTNA Telephone - Copper	Backup power for repeater by building generator
Receiver	Receiver #4	Recovery Center of America 75 Lindal Street Danvers, Mass	Antenna Roof 40 ft.	121 ft.	160 ft.	Motorola Astro-Tac Receiver Model 3 T5589A Serial # 677CXP0018	Verizon RTNA Telephone - Copper	Backup power supply for radio repeater
Receiver	Receiver #5	Danvers High School 64 Cabot Road	Antenna Roof 40 ft.	50 ft.	90 ft.	Motorola Astro-Tac Receiver Model 3 T5589A Serial # 677CJT0000	Verizon RTNA Telephone - Copper	Backup power supply for radio repeater

Danvers Transmission/Receiver Sites

Main transmitter/Receiver # 1 is located on the Hallstead property, 1300 Kirkbridge Drive (former Danvers State Hospital site). The equipment is located in a secured, environmentally controlled building. The building is equipped with a propane powered back-up emergency generator. Secondary back-up is provided by UPS battery power packs, one each for police and fire. There is also a combiner unit located in the building.

- Equipment: Motorola Quantar model # T5365A repeater (Serial # 509CYP0066)
- Connections: Verizon FDDA private telephone lines (copper)
- Antenna: On top of Monopole 130' tower
- Total Height: 232'



Figure 10 Danvers State Hospital Site



Figure 11 UPS Back Up Danvers Hospital Site

Figure 10 (left): 130' cell tower at former Danvers State Hospital site with police and fire antennas mounted on it.
Figure 11 (right): UPS battery back-up power units at former Danvers Hospital site which provide redundancy in the event emergency generator also fails during a power outage. Fire and police radios each have a UPS unit which can provide up to 12 hours of power.

Standby transmitter/Receiver # 2 is located at the Danvers Police Station, 120 Ash Street. This is a standalone capable repeater operating as a remote receiver on the comparator. The transmitter is utilized as a standby unit when the primary transmitter is out of service. However, coverage from this transmitter is limited due to its location and the fact that the elevation of the antenna on radio tower is just 55' high. Once the renovations and expansion of the police station are completed the dispatch center will be completely backed up for standby power by an emergency generator.

- Equipment: Motorola MTR3000 Repeater model # T3000a (Serial # 512CMV0414)
- Connections: Internal cable from basement radio closet to comparator in dispatch center
- Antenna: On 55' radio tower located in the rear of the police station
- Height: 35'

- Comparator: Motorola Spectra-Tac model T17866 comparator (Serial # 273CYP0008) is located in the communications room of the police station.



Figure 12 Danvers PD



Figure 13 Danvers Radio Room

Figure 12 (left): Transmitting phone lines in basement of Danvers PD connecting radios to various remote sites. Limited coverage from this site due to height of tower.

Figure 13 (right): 6' x 12' radio room which will continue to be utilized for equipment in the new dispatch center.

Receiver # 3 is located at Danvers Fire Headquarters, 64 High Street. This site has back-up power for the repeater system that is supplied by the station's emergency generator.

- Equipment: Motorola Astro-Tac model # T5589A receiver (Serial # 677CXP0019)
- Connections: Verizon RTNA private telephone lines (copper)
- Antenna: Located on the roof of the fire station
- Height: 22'



Figure 14 Danvers Fire Headquarters



Figure 15 Receiver Unit at Danvers FD

Receiver # 4 is located at the Recovery Center of America building (former Hunt Hospital), 75 Lindal Street. The site is equipped with a back-up power supply for the repeater.

- Equipment: Motorola Astro-Tac model # T5589A receiver (Serial # 677CXP0018)
- Connections: Verizon RTNA private telephone lines (copper)
- Antenna: Located on the roof of the building
- Height: 106'



Figure 16 RCA (Hunt Hospital) Antenna

Receiver # 5 is located at Danvers High School, 64 Cabot Road. This site has a back-up power supply for the repeater.

- Equipment: Motorola Astor-Tac model # T5589A receiver (Serial # 677CJT0000)
- Connections: Verizon RTNA private telephone lines (copper)
- Antenna: Located on roof of school academic wing
- Height: 42'



Figure 17 - Receiver Site #5 DHS

The server room for all of the radios and what is called “back room” equipment is 224 square feet. It has significant room for expansion that may be necessary for future growth. The dispatch supervisor’s office is 142 square feet. There is also a break room and locker and bathroom facilities for the dispatch center personnel. The new center will be very secure and fully self-sufficient for the purpose of handling

emergency dispatch and communications operations whether just for the Town of Danvers, or, as the location of an RDC.

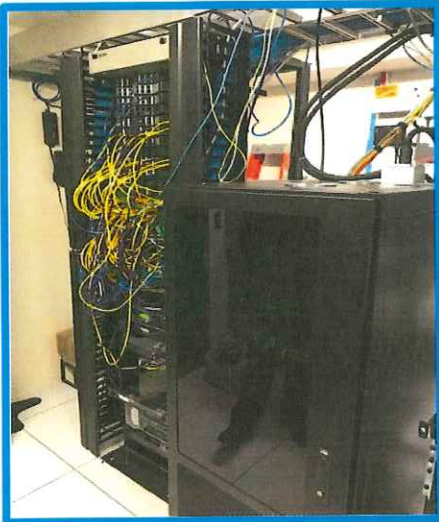


Figure 18 Danvers Radio Equipment Room



Figure 19 Danvers Supervisor Office



Figure 20 Danvers Break Area



Figure 21 Danvers Dispatch Main Equip Rm

TOWN OF HAMILTON

The Town of Hamilton dispatch center is located at 265 Bay Road in Hamilton, in the approximately ten -year old Public Safety Building which also houses the police and fire departments.

It is located on the first floor of the building and the dispatchers serve as receptionists for visitors to the police and fire departments.

The center is new and modern, with the main operational room occupying 500 square feet. There is also a dispatch supervisor's office located off the main room. The reception window is protected with bullet proof glass, and the exterior walls are lined with Kevlar. The dispatch center is fully environmentally controlled.



Figure 22 Hamilton Communications Center

The Hamilton Dispatch Center is staffed 24 hours per day – 7 days per week with 1 Dispatcher at all times. There are 4 Fulltime Dispatchers and 2 part-time Dispatchers. A third part-time Dispatcher is currently in training. All Dispatchers have received Emergency Dispatch (EMD) training.

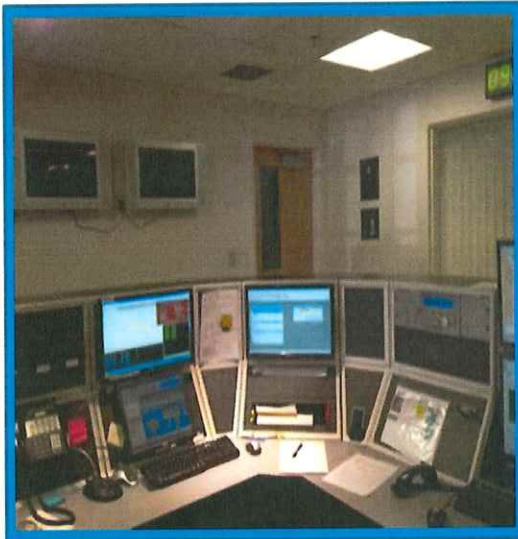


Figure 23 Hamilton Communications Center

This center once was a regional center with the Town of Wenham being dispatched from here as well. Wenham moved to the Essex County Dispatch Center in June 2013.

The building is equipped with a 275 KW auto-start emergency generator that provides for full operation of the dispatch center, as well as, the fire and police stations. The generator is tested weekly and allowed to reach operational temperature. The generator operates automatically through a transfer switch. In addition, the dispatch center also has a UPS battery back-up system as a secondary back-up system. The dispatch center is presently managed by the Chief of Police and operates under its own budget.

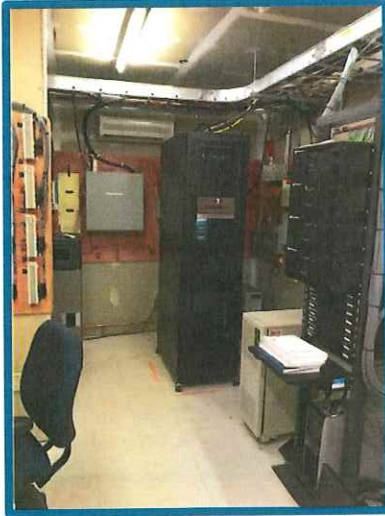


Figure 24 Hamilton Serve/Radio Room

All of the server, radio, and back up equipment is installed in climate controlled, dedicated rooms that were designed for this purpose. They are located on the second floor directly above the dispatch center. The 9-1-1 server room occupies 360 square feet and has significant space available for expansion. The radio equipment room is located in the same area. It is presently only utilizing about 1/3 of its capacity so it also has considerable potential for expansion and the addition of more equipment. Along with Hamilton police and fire radio and communications equipment, the server room also houses the Boston Area Police Emergency Response Network (BAPERN)

The Hamilton dispatch center handles all E 9-1-1 calls and emergency communications in the town, as well as, all routine telephone traffic for the police, fire, and EMS agencies. They are presently using 911 Next Gen equipment in their dispatch center. Hamilton currently accepts all of its cellular 911 calls. Hamilton has generated \$12,000 in grant money from

accepting cell phone 911 calls and would generate further grant money should Wenham become part of the dispatch center.

Hamilton utilizes Computer Aided Dispatch (CAD) with IMC software by TriTech. The fire department also uses Firehouse which is tracked and compatible with IMC.

Hamilton is also the after-hours communications coordinator for (and regularly monitors) DPW, animal control and the harbor master. The center is the control point for the BAPERN North District.

The Hamilton Police Department is a fully accredited Police Department which includes the dispatch center as part of the accreditation requirement. The dispatch center does have the ability to monitor cameras and could provide monitoring for the Town of Wenham should the need for a Secure Safe Room become necessary. They could also monitor the Wenham prisoner lock up if requested.

Hamilton has indicated that they did not foresee any issues related to Wenham remaining on their own radio frequencies. They are also willing to share frequencies if needed.

The center uses a Motorola MCC5500 two position dispatch console, with two fully functional dispatch stations. This console has plenty of room to allow for expansion should the center's mission be expanded once again. There is additional dispatching and communications capability with a small one position station located in the dispatch supervisor's office. This station which primarily serves as a back-up has all the capabilities of the two primary stations.

The Hamilton police and fire departments utilize radio systems that are located on very different bands. The fire department operates on a VHF frequency band. The DPW operates on a similar frequency. The police department operates on a UHF frequency.

Hamilton Radio Frequency Table:

<u>Hamilton Radio Frequencies</u>	<u>Channel</u>	<u>Frequency</u>	<u>Input</u>	<u>Call Sign</u>	<u>Notes</u>
Hamilton Fire Dispatch		155.940000	153.77000	WQBR768	Tone PL 127.3
Hamilton Fire – Fire Ground		156.0000		WQBR768	Tone PL 127.3
Fire District 5		154.0700			TPL 127.3
Hamilton Police Dispatch		471.137500	474.13\50	WIM338	Tone PL 118.8
Hamilton Police – North Tac		476.31250			Tone PL 023D4 Channel 17
Hamilton Dept. of Public Works		156.180			

Figure 25 Hamilton Frequency Table

Also, in the center are two Motorola mounted two-way radios; one UHF (Police) and one VHF (Fire). These radios serve as back-ups to the main console in the event of an equipment failure. These radios also monitor surrounding communities for multiple reasons, including but not limited to, mutual aid and as BAPERN control, monitoring of included towns activity not transmitted on BAPERN.

The Massachusetts E 9-1-1 Department provides Hamilton with ten (10) 9-1-1 lines, one published two-way number, and a single one-way incoming phone line. This equipment is standard “Vesta Pallas” technology with Orion Map Star call mapping software.

Currently 9-1-1 calls originating from cell phones are routed to the Hamilton dispatch center from the Essex County Regional Operations Center in Middleton or the Massachusetts State Police Headquarters in Framingham. The center also has four (4) non-emergency, three (3) police department non-emergency, and one (1) fire department non-emergency line. The existing telephone system includes internal transferring and voice mail capabilities for all personnel including the police and fire departments. Verizon and Comcast both provide the phone service for the town.

The state provided recording equipment for the 9-1-1 lines has the capability to be used to record any additional lines that might be needed. The center has two (2) four (4) channel instant playback recorders. One recorder is at each main dispatch station to record incoming and outgoing phone calls, and police and fire radio traffic. The fourth channel is different on each recorder in order to have a fifth channel recording capability. One of these records the Hamilton DPW frequency and the other records BAPERN North District frequencies.

The dispatch center is equipped with a Keltron system owned by L. W. Bills which is used to monitor fire, medical, and burglar alarms for residents and business of the community. The town

itself has about 20 municipally owned buildings that are monitored free of charge at an estimated cost savings of \$4,200.

The dispatch console is equipped with a Zetron Voc-Alarm that is used to alert the fire department, and Beauport Ambulance, which responds from the fire station. It has alert capabilities for the fire department including dual tone (PD & FD), single tone (FD), EMS tone (FD), and the fire department evacuation tone. There is also a security unlock for the station doors, as well as, two alerts for the fire whistle, single blow (noon and medicals) and 5-5-5 blow (fire calls). The dispatch console has capabilities to patch as well as simulcast on multiple frequencies.

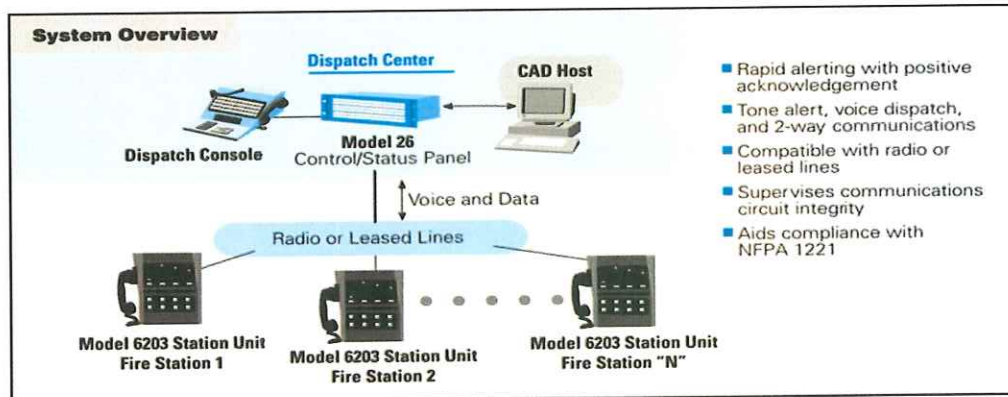


Figure 26 Zetron System

The center monitors nine (9) video cameras that provide surveillance throughout the facility.

The state E 9-1-1 department has assigned Ipswich as the 9-1-1 emergency backup answering point for the Town of Hamilton. Ipswich was also selected by Hamilton to be their alternate emergency communications center in the event their center is out of service. The Hamilton communications center has equipment radio equipment that is reaching the end of its functional life. Located. If selected for the RECC for Wenham the Town of Hamilton needs to consider the purchase of the necessary radio equipment to go from analog to digital.

When speaking to Hamilton about Wenham Fire and Police remaining on their own Radio frequency, Hamilton thought that it would be better to run on the same channels, as it did in the past. MRI indicated to Hamilton that this was one of the requirements for Wenham Fire and Police to continue their operation on their current frequency. Hamilton indicated this is possible. It would require Hamilton to purchase a base radio for both frequencies at the cost of \$ 6,000.00 for antennas and installation.

In addition, Hamilton has no municipal fire alarm system which would require the Town of Wenham to install the fire alarm equipment below for a cost estimated at \$15,000.00.

1 Vision 21 Alarm Receiver with a battery backup

1 Radio Module with Receive and Transmit

2 Antennas and Cables
1 Telegraph Interface Module
1 Re-transmit telegraph boxes via radio with spare parts
1 Repeater Box with Spare parts
1 countertop Rackmount Cabinet
Sub Total estimated cost for this equipment is **\$55,000.00**

The Town of Hamilton has no redundancy to any of its Transmitting and Receiving sites. They are presently connected with T1 and 4 pair copper phone lines. Two (2) for PD and two (2) for FD, which should remain and used as back up. Hamilton need to rent fiber initially in order to get up and running and have some redundancy to the sites.

The cost of the line rental could run from \$ 800.00 to \$ 1,200.00 / month.

Long term the Town of Hamilton should be looking to purchase the necessary fiber to run from the Public Safety building.

Using the funding formula based on population Hamilton would be paying 61.43% amounting to \$ 223,974.21 of operational cost while Wenham would be paying 38.57% amounting to \$ 140,600.70.

Figure 27 Hamilton Equipment Table

Type Equip	Equip Name	Location of Equipment & Address	Antenna & Height	Sea Level Height	Total Height	Equip	Connect	Other Info
Main Transmit	Receiver #1	Gordon-Conwell Theological Seminary 130 Essex Street	PD-Celwave PD-1151 antenna on penthouse FD-Celwave PD-220-5.25 db. Super Station Master Antenna Penthouse		231 ft.	PD UHF Quantar (Main Transmit) voting receiver for day to day ops. FD-Motorola VHF MTR-2000 (Main Transmit) voting receiver for day to day ops	PD-4 wire data grade 3002 FDDA Telephone Lines – Copper FD- 2 wire RTNA copper circuits	Emergency Auto Start Generator and 1500 VA UPS battery back up on FD/PD Base Radios
Standby - Backup Transmitter to main transmitter	Receiver #2	Police Dept. 265 Bay Road	Radio Tower 90 ft. Roan SSV Towner		136.5 ft. above Sea Level	Motorola Spectra-tac Voting Comparator (2 ea.) 1 PD – 1 FD (5 sites ea.) – (2 spare) See Notes		Building Emergency Generator PD- Motorola Quantar UHF Voting Receiver FD- Motorola VHF MTR-2000 voting receiver used as base station from console County Fire – Motorola Radius 1225 VHF Mobile wireline controlled from console BAPERN Control Station – Motorola Quantar voting receiver with separate dedicated Astro-Tac receiver for Area Wide 3 Motorola XTL VHF-UHF Mobiles for surrounding communities, mounted in console
Receiver	Receiver #3	Pingree School 537 Highland Street	PD – Celwave PD-201 antenna on chimney roof FD- 3 db. antenna		76 feet	2- Motorola Astro-Tac UHF Receivers – 1 PD, 1 FD	PD-4 wire data grade 3002 FDDA Telephone Lines – Copper FD- 2 wire RTNA copper circuits	12 hours back up for both receivers

Hamilton Transmission/Receiver Sites

Police and fire share transmit and receive sites are located at three sites throughout the town.

Main Transmitter /Receiver Site # 1 is located at Gordon-Conwell Theological Seminary, 130 Essex St. This site is equipped with an emergency auto-start generator, and, 1500 VA UPS battery back-ups on both the police and fire bases.

Equipment:

1. Police - Motorola UHF Quantar used as main transmitter and voting receiver for day to day operations. Fire - Motorola VHF MTR-2000 used as main transmitter and voting receiver for day to day operations.
2. Connectivity: To Public Safety Building, 265 bay Rd.
3. Police – Four (4) wire data grade 3002 FDDA copper Telco circuit
4. Fire – Two (2), Two (2) wire RTNA copper circuits
5. Antennas: Police - Celwave PD-1151 antenna on penthouse.
6. Fire - Celwave PD-220 5.25 db. Super Station Master antenna on penthouse.
7. Height (above sea level): 231'

Back-up transmitter/Receiver site #2 is located at the Public Safety Building, 265 Bay Rd. This is also the location of the town's dispatch center and has the capability on site for all the frequencies used by the town. This facility is equipped with an automatic start emergency generator to provide back-up power to the entire building.

Equipment:

1. Two (2) Motorola Spectra TAC voting comparators (police and fire) equipped for five sites each. (Two sites are spare since Wenham moved to the Essex County RECC.)
2. Police - Motorola Quantar UHF voting receiver with local backup batteries used for day to day operations and as back up wire line-controlled transmission.
3. Fire - Motorola VHF MTR-2000 voting receiver used as base station from console.
4. County Fire - Motorola Radius 1225 VHF mobile wireline controlled from console.

5. BAPERN Control Station - Motorola Quantar voting receiver with dedicated Astro-Tac receivers for Area Wide 3 and North District channels and digital capability via Motorola DIU.
6. Motorola XTL VHF &UHF Mobiles for surrounding communities, etc. mounted in center of console.
7. Antenna: 90' Roan SSV Tower
8. Height (above sea level): 136.5'

Receiver site #3 is located at the Pingree School, 537 Highland St. This site houses two voting receivers for the police and fire department main channels. It has 12-hour battery back-up for both receivers.

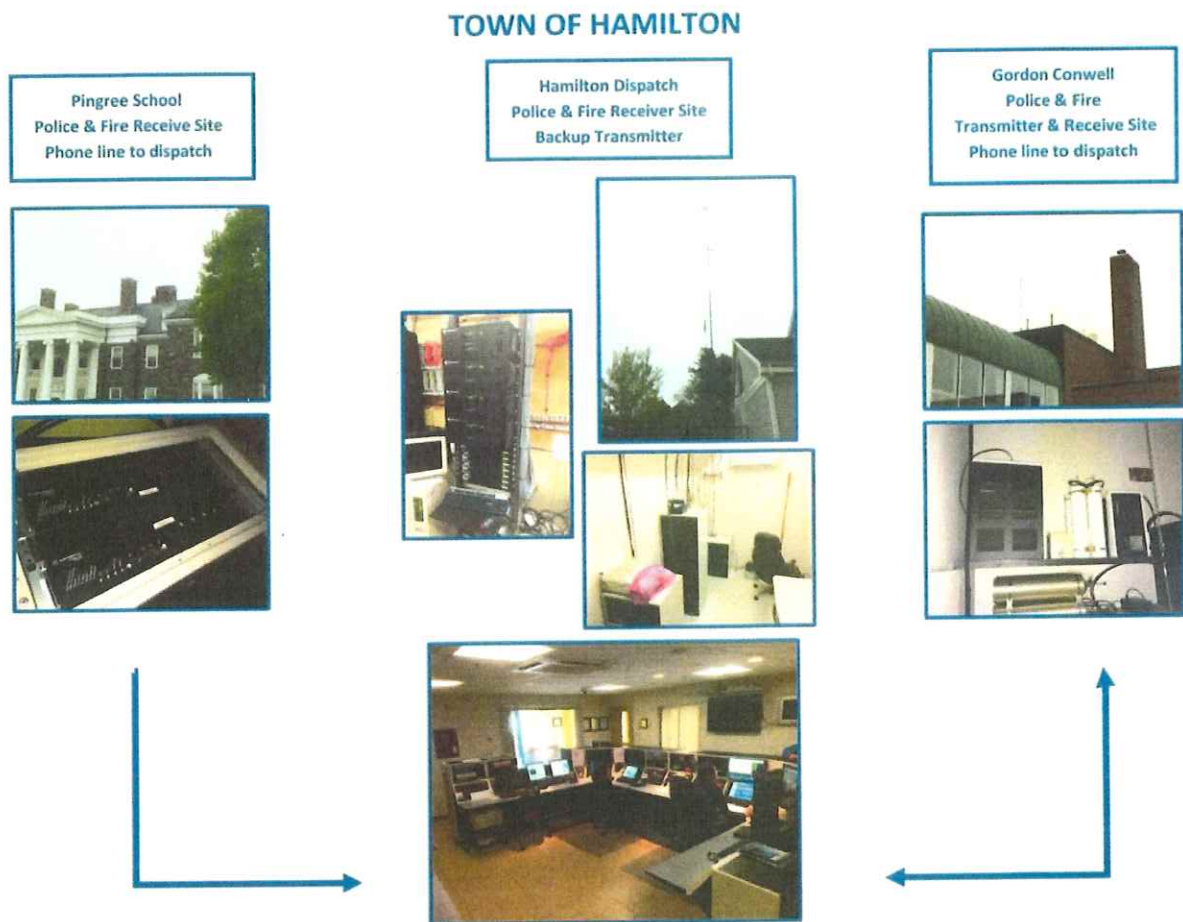
Equipment:

1. Police - Motorola Astro-Tac UHF voting receiver
2. Fire - Motorola Astro-Tac VHF voting receiver
3. Connectivity to dispatch center:
 - Police – Four (4) wire data grade 3002 FDDA copper Telco circuit
 - Fire – Two (2), Two (2) wire RTNA copper circuits
4. Antennas:
 - Police - Celwave PD-201 antenna on chimney / roof.
 - Fire - Approximately 3 db. antenna on chimney/roof.

Height (above sea level): 76'

Despite its age, overall the Town of Hamilton has a very good radio communication system that has been periodically updated and is maintained on a regular basis.

FIGURE 28
TOWN OF HAMILTON TRANSMISSION/RECEIVER SITES AND CONNECTIVITY



Recommendation 1-1: The continued use of T1 and copper line remain as primary lines used for backup for the connection between Hamilton Public Safety transmission and receiving sites. MRI recommends that Hamilton rent fiber optic lines from the Public Safety Building to the Gordon Conwell Theological Seminary prior to any consideration to have them provide Wenham Dispatching services. In addition, a plan should be developed for other two sites be connected to fiber optic also.

Recommendation 1-2: The radio system that Hamilton currently utilizes is older and close to the end of its service life expectancy. A gap exists in redundancy to the transmitting and receiving sites, and all connections to the sites are with copper wire which creates a potential loss of communications should the cooper become inoperative. The only backup of the radio system if the transmit and

receiver sites went down is through the radios at the dispatch center which would only transmit within a limited area dependent on the radio and antenna design and ability to reach out.

Recommendation 1-3: MRI recommends that before any dispatch service agreement is made with Hamilton, that a plan for redundancy be adopted and initiated as soon as possible.

TOWN OF WENHAM

The Wenham Fire Departments main radio equipment is at the fire department is located at 140 Main Street in Wenham.

Wenham is located 20 feet above sea level at the fire station site and is too low to support the use of microwave radio equipment technology, unless the antenna height at the fire station could be increased to at least 100 feet. The fire station is located in the historic district and is highly unlikely to gain approval for the increase in the radio tower height.



Figure 29 Wenham Fire Headquarters 140 Main Street

Wenham Radio Frequency Table:

<u>Wenham Radio Frequencies</u>	<u>Channel</u>	<u>Frequency</u>	<u>Input</u>	<u>Call Sign</u>	<u>Notes</u>
Wenham Fire	1	155.94000	127.3 PL	WNUK819	Fire Ground
Wenham Fire	2	154.76250	127.3	WNUK819	Rx Mobile Channel 1
Wenham Fire	3	153.770	127.3	WNUK819	Tx Mobile Channel 1
Wenham Police	1	453.4875	DPL 351	WQQR356	Police Dispatch
Wenham Police	2	458.4875			Tx Police Channel 1
Hamilton-Wenham	1	156.18000			Hamilton – Wenham

Figure 30 Wenham Mass Radio Frequencies

Figure 21 Wenham Radio Equipment and Locations

Type Equip	Equip Name	Location of Equipment & Address	Antenna & Height	Sea Level Height	Total Height	Equip	Connect	Other Info
Antenna	Site #1 HFD	140 Main Street Wenham FD	60 feet	20 feet	80 feet	60 foot tower		Rear of Fire Station used by both FD and PD.
Fire Alarm System	Site #1 HFD	140 Main Street Wenham FD	N/A	N/A	N/A	Vision 21 Fire Receiver 100 Mil	100 Mil fire alarm cable	L.W. Bills contractor for installation and repair of system problems
UHF Duplex and Voting Equip	Site #1 HFD Equip	140 Main Street - 2 nd floor Wenham FD	N/A	N/A	N/A	UHF MTR 3000 & UHF Duplexer and Voting Equipment	Copper T-1 Lines 2 for PD 1 for FD	Back Up Transmission Site Main Site for radio system voting
VHF Duplex and Voting Equip	Site #1 HFD Equip	140 Main Street - 2 nd floor Wenham FD	N/A	N/A	N/A	UHF MTR 3000 & Multi-Switch and Voting Equipment	Copper T-1 Lines 2 for PD 1 for FD	Back Up Transmission Site Main Site for radio system voting
RAD Mirapex 2104	Site #1 HFD Equip	140 Main Street - 2 nd floor Wenham FD	N/A	N/A	N/A	RAD Mirapex 2104	Copper T-1 Lines 2 for PD 1 for FD	Back Up Transmission Site Main Site for radio system voting
Radio Receiver	Site #2	Water Tank Burnham Road Site	50 Feet	105 feet	155 feet	1 - VHF Astro Tac Receiver 1 - UHF Astro Tac Receiver cabling for Antenna	4 pair copper wire 2 PD 2 FD	Weather proof box, no enviro controls, batteries and trickle charger installed. Fiber on riser pole needs to be run underground to comm box. Replace 5-7 years
Radio Box Receiver	Site #3	Radio Building Brimble Hills Drive - End of Street	70 feet	111 feet	181 feet	Sig Com Radio Box Receiving Equipment		Radio Box Equipment, weather proof bldg., emergency generator with battery backup, room for additional equipment if needed.
Radio Receiver	Site #4	Chapel Gordon College 255 Grapevine Road Wenham	100 feet			1 - VHF Astro Tac Receiver 1 - UHF Astro Tac Receiver	4 pair copper wire 2 PD 2 FD	PD and FD antenna's in tower of the chapel. Emergency back up power. Receivers 12 years old, recommend replace in 5 to 7 years. Fiber needs to be extended back to Wenham Fire
Transmission Site	Site #5	Gordon Cornwall Seminary 130 Essex Street Hamilton	60 feet	57 feet	117 feet	1 - UHF MTR 3000 & UHF Duplexer 1 VHF 3000 and Surge Protector	T-1 lines	Emergency generator, battery back up for 24 hours
RAD Megaplex 2104	Site #5	Gordon Cornwall Seminary	N/A	N/A	N/A	1 - RAD Megaplex 2104	N/A	N/A
1 - VHF Duplexer	Site #5	Gordon Cornwall Seminary	N/A	N/A	N/A	1 VHF Duplexer	N/A	Battery back up

Wenham Transmitter/Receiver Sites

Site # 1 Wenham Fire Station: 140 Main St. Wenham Ma.
Sea level is 20 feet, Tower 60 Feet, Total 80 feet

There is a 60' Radio Tower that is located at the Rear of the Fire Station. This is used by both Police and Fire for radio communications. Police use single frequency Dispatch. Fire and Police Radios are relatively new and they are digital operations. The Fire Station is the location of the Heart of the communications system used by Wenham Fire and Police.

Fire Alarm: There is a form 4 located on the wall of the Fire Garage in the first bay on the wall. There is also a battery backup for this 100 Mil. System. There is Vision 21 Fire Alarm Receiver that is used for their radio box system. L.W. Bills is the Fire Alarm Company that is used to install and repair system problems.

Dispatch: When Wenham Fire Department is dispatched on a call the Wenham Police Department is toned out to alert them that Fire is responding to an incident.

Radio Communication Equipment: Located on the Second Floor. Wenham Fire is the backup transmitter site for the Public Safety Radio System. Equipment is connected to Gordon Conwell Seminary in South Hamilton, which is the main transmission site for Wenham. This connection is made with copper T1 lines, there is two for Police and two for fire.



Figure 34 UHF MTR 3000 & Duplexer

The Fire Station is the main site for Voting, used to improve the capabilities of mobiles in the field. Communication equipment located on the second floor of the Fire Station is as follows:

1. UHF MTR 3000 & UHF Duplexer and Voting Equipment.
2. VHF MTR 3000 and Multi Switch and Voting equipment.
3. RAD Mirapex 2104



Figure 32 Wenham Fire Dept



Figure 33 Vision 21 Fire Alarm Receiver

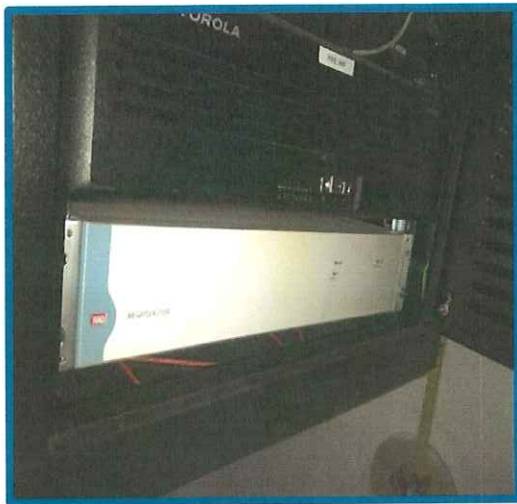


Figure 35 RAD Megaplex 2104 Wenham Fire Station



Figure 36 UHF MTR 3000 & Duplexer PD



Figure 37 VHF MTR 3000 and Multi-Switch & Voting Equipment

Site # 2: Water Tank Burnham Road Site.

Sea Level 105 feet, Antenna 50 feet, Total Height 155 feet.

This equipment is installed in a weather proof communications box. This system does not have environmental control. It has batteries and trickle charger installed inside. This battery backup is good for running the system without AC power for up, to 24 hours. This equipment is tied into the communications system using 4 pair coper wire. There is two pare for Police and two pare for Fire connection presently used and they should remain as back up. The fiber on riser pole needs to be run underground to the equipment communications box. This would allow for increased redundancy at this site by using both copper and fiber. These receivers are about 12 years old.

Communications equipment in use at this site is as follows:

1. 1 VHF Astro TAC Receiver
2. 1 UHF Astro TAC Receiver.
3. 1 Magnetic Mounting and Cabling for the Antennas.



*Figure 38 Burnham Road
Astro Tac Receivers*

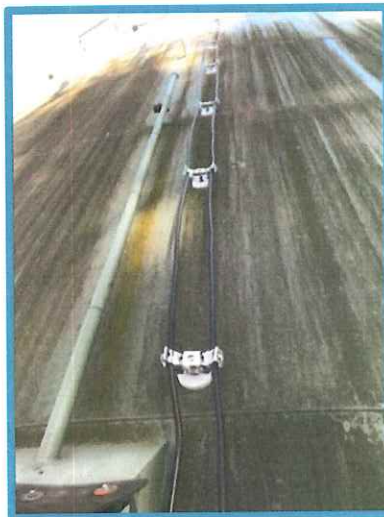


Figure 39 Magnetic Mounting and Cabling

Recommendation 1-4: The Town of Wenham should consider replacing Astro Tac Receivers in about 5 to 7 years.

Recommendation 1-5: At the Bornham Road Water Tank Riser Pole there is fiber optic cable that terminates at this site. MRI strongly recommends that the Town of Wenham make use of this fiber optic cable in order to make fiber optic the primary connection type and using the existing copper as a backup connection.

Site # 3

North Beverly Water Tower Brimble Hills Drive end of Street.

Sea level 111' Tower 70' Total height is 181'

This Beverly Site is used by the Wenham Fire Department to store their Radio Box Equipment. This equipment is stored inside a weather proof environmentally controlled building. This building has an emergency generator which is capable of running all of the circuits in the building which the equipment is connected to. The Fire alarm equipment also has battery backup with a trickle charger. This allows for redundancy in order to power this Fire alarm Equipment.

The Fire alarm equipment consisted of the following items:

1. Sig Com Radio Box Receiving equipment for fire alarm radio boxes.
There is no Wenham Police or Fire radio transmitters or receivers located in this building. There is sufficient space in this building to add additional communication equipment should it become necessary.



Figure 40 Beverly Site Sig Com Box



Figure 41 Sig Com Fire Alarm Box



Figure 42 Sig Com Fire Alarm Box

**Site # 4: A J Chapel at Gordon College 55 Grapevine Road Wenham Mass.
Sea level height 49 feet, Antenna height 100 feet Total Height is 149 feet**

There is a police and Fire Antennas located in the Tower of the Chapel. This is at a height of 100'. The building has emergency backup power to cover when power is out and battery backup. There are copper lined used to connect the equipment into the Wenham Communications system there are two lines for Fire and two lines for Police. These receivers are approximately 12 years old.

The communications equipment located at this site is as follows:

1. 1 VHF Astro TAC Receiver
2. 1 UHF Astro TAC Receiver

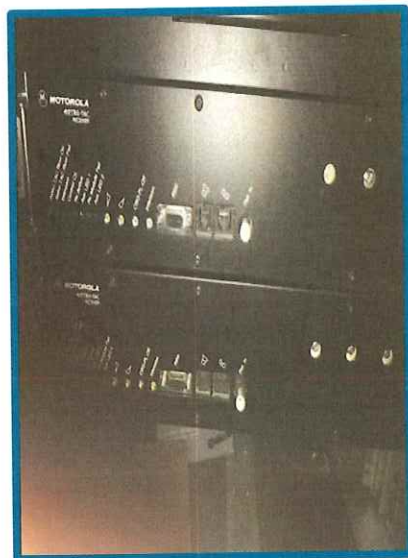


Figure 43 Astro Tac Receivers

**Site # 5 Gordon Cornwell Theological Seminary 130 Essex St. South Hamilton Ma.
Sea Level is 57 feet, antennas on the penthouse roof 60 feet, total height 117 feet**

This is a transmission Site. Presently T1 lines are used to connect this equipment into the Wenham System. This site has emergency generator which supplies power for the communications equipment. There is also a battery backup with trickle charger that also can supply back up communications operations for 24 hours should generator fail to start. The following radio communications equipment is located at this site:

1. 1 UHF MTR 3000 and UHF Duplexer
2. 1 VHF MTR 3000 and Surge Protector
3. 1 RAD Megaplex 2104
4. 1 VHF Duplexer
5. 1 Battery Back-up for this equipment

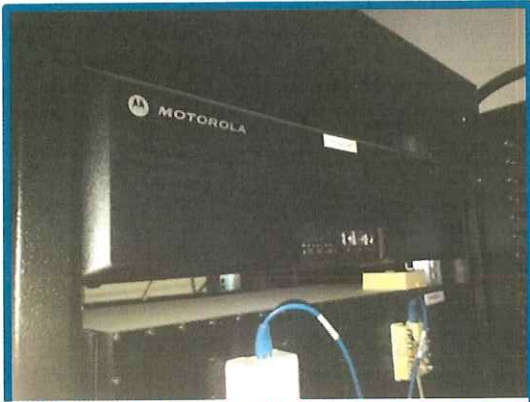


Figure 44 UHF MTR 3000 & UHF Duplexer - Cromwell



Figure 45 VHF MTR 3000 & Megaplex 2104 - Cromwell



Figure 46 WFD Filters - Cromwell



*Figure 47 MTR 3000 & UHF Duplexer
and Voting Equipment*



Figure 48 Battery Back Up - Cromwell

Recommendation 1-6: There is a new fiber optic line that was run to the front of the main building at this location. The Town of Wenham should contract with Comcast, the owner of the fiber optic line to rent this line in order to create redundancy to their main radio communications. This line is fed from the back side of property. The existing T1 phone line should be used as back up.

Additional Police Receiver

After meeting with public safety personnel, it became apparent that the Wenham Police Department needed an additional Receiver site in order to allow them maximum coverage. Wenham Police already have purchased this new Receiver. After discussion with them there are two sites, Larch LA building or MBTA lot for placement. The first choice would be the Larch LA building as it would appear that location and access is the best choice of the two. The building is secure, has climate control, full power, with a backup power generator.

Recommendation 1-7: The Town of Wenham should pursue an agreement to place the police receiver in the Larch La. building which will contribute towards improving the police communications capability overall.

Recommendation 1-8: The Town should consider the purchase of its own fiber cable to support the Larch La. Building for new Police Receiver.

COMPUTER AIDED DISPATCH SYSTEM/PROGRAM

An evaluation of the type of Computer Aided Dispatch (CAD) and reporting programs/systems currently in use by Danvers and Hamilton the MRI study team determined that Danvers currently uses the QED program and Hamilton used IMC. Wenham is currently using IMC and Firehouse software.

Danvers is utilizing the QED CAD and RMS systems and report they are very happy with it. They have used this system since about 2003. The system is used by the police, dispatch and fire. QED has mapped out the entire town to provide pin mapping on every location within Danvers. When units are dispatched to a call the location is pinned in the vehicle exactly at the location.

The fire department utilizes the Firehouse management and recordkeeping system for their operations. They informed the team that the two systems interface very well with each other and information is easily transferred and shared. The annual costs associated with the QED system total about \$15,200 which is divided evenly between the police and fire departments.

During MRIs site visit to Danvers Communications Center the Police Chief advised that Danvers would consider acquiring the IMC CAD system to accommodate Wenham. Should Danvers obtain

the service delivery to Wenham this confirmation of obtaining IMC should be confirmed and memorialized within the Inter-Municipal Agreement for dispatch services.

Hamilton is using Tri Tech Software Systems IMC computer aided dispatch program and reporting systems. They have the dispatch, police records, fire, and administrative modules. This system has the capabilities to link to the registry of motor vehicles system, 9-1-1 back fill, and includes an emergency medical dispatch (EMD) program. They are currently using EMD protocols set forth by Priority Dispatch operated through the international Academies of Emergency Dispatch.

Both the QED and Tri Tech systems have good track records. Both systems are used throughout the public safety arena. The Tri-Tech IMC system appears to have more components and capabilities, and is perceived to be more user friendly than the Micro Systems program and system they currently utilize. The cost for purchase, installation, training and maintenance of an IMC system and who will pay for the software program should be clear and become memorialized as part of the inter-municipal agreement. MRI has researched the cost and will provide quotes obtained for the system. Should the decision be made to have Hamilton deliver communication services MRI recommends that funding be determined to assure the current IMC system is the latest version and up to date. CAD programs are a critical part of successful emergency communications delivery. It is imperative to obtain adequate funding to allow purchase of the program and associated transfer of existing data.



Figure 50 Danvers Keltron System

The purchase of the necessary hardware and software updates to allow two communities to operate off of the same CAD system may be covered under the State E-911 grant program. This should be researched by the stakeholders to assure the grant is still available for that purpose. Both QED and Tri Tech are approved vendors under the state bid IT Contract.

FIRE ALARM SYSTEMS AND FIRE DISPATCHING

Wenham has some radio communications presently to dispatch their own fire department and EMS provider to emergencies. There is an older system at the fire department that is not compatible with the two communication centers seeking to provide services. MRI recommends that the current radio system in place at the fire department radio system remain as part of the communications structure to be able to be utilized should a catastrophic failure of the communication center occur unexpectedly. An upgrade of the fire station radio system should be conducted as part of a multi-year budget process. The system

does not need to be as complex as the two dispatch centers in Danvers or Hamilton, but capable of acting as a temporary dispatch center during a major emergency or event. The system should also have the capability to accommodate police communication needs also.

Danvers does not use an alerting system for their fire stations. They use the 100 mil station bells and chimes for audible alarm and an encrypted radio voice alarm for messages. The message is also simulcast over the fire radio system.

Danvers has updated their fire alarm system to a Vision 21 fire alarm system processor with a battery back-up in the new center. This system includes radio receiver modules with cable and antennas, a telegraph interface module, and remote display capabilities. With this system, the town will be able to continue to operate their existing 100 mil fire alarm service. They would also be able to introduce radio boxes into service if the fire department wanted them.

With the addition of this capability Danvers would be able to accept and monitor alarms from any other community that is operating a 100 Mil system of radio boxes. National Fire Protection Association (NFPA) Standard 72: *National Fire Alarm and Signaling System* in the dispatch center. If in the future a Regional Dispatch Center (RDC) becomes a reality, consideration should be given to the purchase of a second Vision 21 processor.

Hamilton dispatches their fire department and EMS by alerting tones followed by an announcement over the primary radio frequency.

Hamilton has a Keltron fire alarm panel located in the dispatch center. This system is privately owned by L.W. Bills, a municipal fire alarm company, but is monitored by the town. In exchange For Hamilton providing that service, L.W. Bills does not charge the town for monitoring 14 municipally owned sites; eight (8) building alarm systems and six (6) water wells that are connected to this system. This is an old system and should the system fail and not be replaced by L.W. Bills, then Hamilton would be billed for the cost of monitoring their 14 sites. The town does not have any municipally owned fire alarm system. All fire alarms are monitored and received by privately owned central stations which transmit any alarms they receive to the town's dispatch center.

CURRENT STAFFING AND TRAINING

The Town of Danvers currently has a total of nine (9) full time dispatchers, one of whom functions as the dispatch supervisor. These personnel are covered by their own collective bargaining agreement.

Dispatchers currently work a rotating four (4) day on, two (2) day off schedule which runs over a six (6) week cycle. The shift hours are: 1st shift - 9 AM to 5 PM; 2nd shift - 5 PM to 1 AM; 3rd shift - 1 AM to 9 AM. The dispatcher's current collective bargaining agreement specifies a six (6) step program for personnel to advance from starting salary to the top of the pay scale. For 2017, the

minimum salary is \$41,852.15 and the maximum base is \$51,389.05. The supervisor can earn a maximum of \$58,563.99 in base salary. The total FY 2017 personnel budget for the dispatch center is \$552,296.00 (not including benefits).

Dispatchers for Danvers all receive, at a minimum, five (5) week basic state E911 academy, 250 hours of on the job training, Priority Dispatch EMD training, 40 hours annual in-service training provided by the town, including CPR, AED, and First Responder recertification. They also receive all annual state mandated E911 training.

Danvers does have a dispatch Standard Operating Procedures (SOPs) manual that they follow for their operations. The Danvers Police Department is accredited and the periodic reaccreditation process includes an evaluation of the dispatch SOPs.

The Hamilton dispatch center has a staff of four (4) full time and two (2) part time dispatchers. The latter work two days per week. All of these personnel are covered by their own collective bargaining agreement. This group of dispatcher's average 7 years of experience. There are also four (4) part time diem dispatchers that staff shifts as needed. They are not covered by the collective bargaining agreement. Their average experience is 12 years.

Hamilton utilizes an eight (8) step pay scale for their dispatchers. This is specified in the collective bargaining agreement. In 2017 the starting salary is \$37,735.11 and the maximum salary is \$50,592.24. The total FY 2017 salary budget for the dispatch center, not including benefits, is \$237,839.20.

Hamilton's dispatchers all receive, at a minimum, the state required: Vesta Pallas certification, APCO PST1, Priority Dispatch EMD certification, CPR, and DCJIS certification. They also maintain certificates in PowerPhone® Advanced Law Enforcement Dispatch as well as PowerPhone® Advanced Fire Service Dispatch. In addition, each employee receives a minimum of 16 hours of specialized workshops or other continuing education annually through various companies including, but not limited to, PowerPhone®, APCO, and MPI.

Hamilton does have a dispatch Standard Operating Procedures (SOPs) manual that they follow for their operations. The Hamilton Police Department received accreditation while the town was still providing dispatch services for Wenham. The accreditation process included an evaluation of the dispatch SOPs and no major deficiencies were noted. Most of the current dispatchers were working during the accreditation process and when they were also dispatching for Wenham.

FIGURE 51 - CURRENT DISPATCH CENTER STAFFING

TOWN	FULL TIME DISPATCHERS	PART TIME DISPATCHERS	Dispatchers on Duty	TOTAL
Danvers	9	0	2	9
Hamilton	4	4	1	8

**Training
Telecommunicators Training Comparison
Of Hamilton and Danvers Dispatch Centers**

Hamilton Telecommunicators completed 153 courses consisting of 746 hours of continuing Education credits, and 123 Certification were awarded for the period of 01/01/2016 through 06/30/2018, which was a 2 ½ year period. During this 2 ½ year period the 6 Hamilton dispatchers averaged 192 hours. The Training program for Hamilton Telecommunicators is done very professionally and they are continually staying on top of their required recertification's, as well as covering all the disciplines they dispatch Fire, Police and EMS by taking specific related courses for all three. They more than meet the EMD requirements that the Town of Wenham had requested that they have to support the Wenham Fire Ambulance.

Danvers Telecommunicators completed 168 hrs. of continuing education training for dispatchers if FY 2017. The Danvers Telecommunicators completed 240 hours of continuing education during this FY. During this 2-year period the Danvers Telecommunicators completed 480 hours of continuing education. During this 2-year period the Danvers Dispatchers averaged 51 hrs. of continuing education. The training program for the Danvers Telecommunicators is done very professionally and they are continually staying on top of their required reverifications, as well as covering all the disciplines they dispatch Fire, Police and EMS by taking specific training.

Town	Time Period	Months	Hours of Training	Number of Dispatchers	Ave. Hr. / Dispatcher
Hamilton	01/2016 – 6/2018	30 months	746 Hrs.	6	124
Danvers	FY 2017-FY 2018	24 months	480 Hrs.	8	51

Note that the Town of Hamilton Dispatchers had an additional six (6) months more of training documented than Danvers Town so this would account for a portion of the increased hours during this comparison. Both Town do a very good job in training their Telecommunications.

Recommendation 1-9: Both of the two Towns personnel meet the training requirements to meet the proficiency needed to be Telecommunicator for the RECC.

STANDARDS AND BEST PRACTICES

The following provides a summary of the existing studies, “best practice” standards, and industry practices that were used for developing the recommendations listed later in the report.

We have included the section below for informational purposes related to how emergency communications systems relate to the number of dispatchers on duty in the communications center and the Public Protection Classifications from the Insurance Services Office (ISO).

NATIONAL FIRE PROTECTION ASSOCIATION (NFPA) AND INSURANCE SERVICES OFFICE (ISO)

While not found in the current 2013 version, previous editions of NFPA Standard 1221, *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems* contained an equation to measure the “Number of Operators” Needed based on the volume of alarm calls. According to this standard¹:

(a) “For jurisdictions receiving 600 to 2,500 alarms per year, at least one operator shall be on duty in the communications center.

(b) For jurisdictions receiving more than 2,500 to 10,000 alarms per year, at least two operators shall be on duty in the communications center.”

This standard is effective in performing the technical calculation of the Fire Suppression Rating Schedule (FSRS) for the Insurance Service Office/Commercial Risk Services (ISO/CRS), but offers little assistance in developing a staffing plan for a dispatch center that is responsible for multiple agencies. However, it also provides guidance on many of the infrastructure requirements necessary in a communications center that is established in accordance with current standards and recommended practices. Communications systems provide 10% of the calculations used by ISO to establish the community’s PPC classification.

¹ NFPA 1221, *Installation, Maintenance and Use of Public Fire Service Communication Systems*, 1991, para. 2.

FUNDING FORMULA OPTIONS

Funding Formulas and Costs

Presently the Town of Wenham Ma. is receiving Dispatch Services from the Essex County Regional Emergency Communications Center (ECRECC).

The Town's Assessment is based on the population / thousand x \$16.26. The following data is used to calculate the formula of costs:

- The Town's population was 4,875 (US Census, 2010).
- Using this formula, it works out to $\$16.26 \times 4875 = \$ 79,267.50$
- In addition, after talking with the Wenham Manager, Police & Fire Chiefs, and Police & Fire Captains there were additional cost charged to the Town from the ECRECC and the breakdown is as follows:
 1. Maintenance of the Fire master box system \$ 3,000. for the RECC and Beverly water tank site.
 2. Increased cost for Town for the radio system connectivity \$ 9,780.
 3. Radio Equipment Maintenance \$ 7,000.
 4. Due to a RECC operating policy, the RECC will not conduct paging/toning of individual Wenham Fire Companies and there for an increase in costs occurs due to having the whole department respond to emergencies. The estimated cost to WFD is an additional \$ 20,000.00 from their operating budget.

The additional cost to the overall cost for services from RECC is \$ 39,780.00 for Wenham

ECRECC Service Fee	\$ 79,267.50
FA Master Box maintenance	\$ 3,000.00
Radio System Connectivity	\$ 9,780.00
Radio Equipment Maintenance	\$ 7,000.00
Increase Call FF Salary due to All Call	\$ 20,000.00
Wenham total cost using ECRECC	\$ 119,047.50

Figure 52 Wenham Dispatch Costs ECRECC

The Town of Wenham presently pays a total of \$ **119,047.50**.

Funding Formulas

There are a number of approaches and funding formulas that can be Utilized in determining costs. MRI has compiled the following:

1. The first approach is to use population as the primary factor in determining a basis for equitable costs. Use of the most recent US Federal Census is the figure used in the calculation. The following population figures for Danvers and Wenham are:

1. Danvers 26,493
2. Hamilton 7,764
3. Wenham 4,875

Danvers & Wenham Formula by Population

The formula is broken down as follows:

- Total Population of Danvers and Wenham is 31,368
 - 1% of this number is 313.68
- Total population of Danvers and Wenham is then divided into the population of each town which equals the percentage of budget each municipality is responsible for dispatching services.
- The results are:
 - Danvers 26,493 divided by 313.68 = 84.46%
 - Wenham 4,875 divided by 313.68 = 15.54%

Danvers Total FY 19 estimated dispatch budget wages, fringe benefits and expenses are: **\$ 837,881.59** and 1 % of that is 8378.81, which is multiplied by the population percentage.

Danvers $8378.815 \times 84.46\% = \$ 707,674.71$

Wenham $8378.815 \times 15.54\% = \underline{\$ 130,206.78}$

Total \$ 837,881.59

Town	Population	Population %	1% of Budget	Cost Share
Danvers	26,493	84.46%	X 8378.815	\$ 707,674.71
Wenham	4,875	15.54%	X 8378.815	<u>\$ 130,206.78</u>
2 Town Total	31,368	100%		\$ 837,881.59

Figure 53 Danvers - Wenham Costs (Population Based Cost Share)

Hamilton & Wenham Formula by Population

The formula is broken down as follows:

- Total Population of Hamilton and Wenham is 12,639
 - 1% of this number is 126.39
- Total population of Hamilton and Wenham is then divided into the population of each town
- The results are:
 - Hamilton 7,764 divided by 126.39 = 61.43%
 - Wenham 4,875 divided by 126.39 = 38.57%

Hamilton Total FY 19 estimated dispatch budget wages, fringe benefits and expenses are ***\$452,668.55** and 1 % of that is 4526.68, which is multiplied by the population percentage.

Hamilton $4526.68 \times 61.43\% = \$278,073.95$

Wenham $4526.68 \times 38.57\% = \$174,594.04$

Total \$ 452,667.99

Town	Population	Population %	1% of Budget	Cost Share
Hamilton	7,764	61.43%	X 4526.68	\$278,073.95
Wenham	4,875	38.57%	X 4526.68	<u>\$174,594.04</u>
2 Town Total	12,639	100%		\$452,667.99

Figure 54 Hamilton-Wenham Costs (Population Based Cost Share)

*Using the funding formula based on population Hamilton would be paying 61.43% amounting to \$278,073.95 of operational cost while Wenham would be paying 38.57% amounting to \$174,594.04.

Call volume for both Hamilton and Wenham based on the two-year average is 45,743. This represents an increase of calls dispatched from present by 43.70%. This amount averages out to 125 calls / day, 42 calls / shift 5.2 calls per hour. As there is this increase in runs 12 hours is needed as a minimum for increasing the manning while the first 2 shifts should be staffed with 2 dispatchers. In order to accomplish this MRI recommends the following:

1. Promote one of the existing Hamilton Dispatcher to Supervisor of RECC. Have this person work days and conduct all the administrative tasks along with doing dispatch duties.

2. Hire a new dispatcher: used ¼ of amount for full time salaries maximum benefits for this year.
3. Increased Overtime by 10%.
Increase Part time salaries by 30%

Total cost for increase would be **\$ 88,067.85**. This figure was added and results in an overall budget of **\$452,667.99**.

The cost for this year Hamilton FY2019 budget is $\$364,600.70 + \$ 88,067.85 = \$ 452,668.33$

Hamilton $4526.6855 \times 61.43\% = \$278,073.95$

Wenham $4526.6855 \times 38.57\% = \$174,594.04$

\$452,667.99

Hamilton will pay \$ 278,073.95

Wenham will pay \$ 174,594.04

Formula by Population and Total Call Volume

Another way to establish an equitable cost share rate involves two factors. The first factor is based on the population % of Towns, and the second factor is based on the total call volume % of the Town.

Danvers & Wenham Formula by Population and Total Call Volume

The formula is broken down as follows:

Factor # 1 – Population

- Total Population of Danvers and Wenham is 31,368
 - 1% of this number is 313.68
- Divide the total population of each town by the 1% number and that will give you the % of the budget that each is responsible for.
- The results are:
 - Danvers 26,493 divided by 313.68 = 84.46%
 - Wenham 4,875 divided by 313.68 = 15.54%

Factor #2 – Total Call Volume

- Total call volume of Danvers and Wenham is 139,814
- 1 % of this number is 1,398.14
- The Towns individual call volume is divided by the 1%
- The results are:
 - Danvers 116,961 divided by 1,398.14 = 83.65%
 - Wenham 22,853 divided by 1,398.14 = 16.35%
- The Total Towns Population & Call Volume results are added together and then divided by two (2). This provides the percentage of the cost share for each of the Towns.

<u>Town</u>	<u>Population</u>	<u>Population</u> <u>%</u>	<u>Call</u> <u>volume</u>	<u>Call</u> <u>Volume</u>	<u>Combined</u> <u>Pop/Call %</u>
Danvers	26,493	84.46%	116,961	83.65%	84.05%
Wenham	4,875	15.54%	22,853	16.35%	15.95%
Total	31,368	100%	139,816	100%	100%

Figure 55 Danvers-Wenham Cost Share (Population and Call Volume Cost Share)

- Next factor is the Danvers Dispatch Budget for FY 2019 which is **\$ 837,881.50**
- Calculate 1% of that budget which is 8378.815.

- Multiply the 1% number using the combined total of combined population and call percentage / 2. (**Danvers 84.46+83.65=168.11/2=84.05%**)
 - Multiply the 1% number using the combined total of combined and population call percentage / 2. (**Wenham 15.54+16.35=31.89/2=15.95%**)
 - The results are:
 - Danvers 84.05 % x 8378.815 = **\$704,239.40**
 - Wenham 15.95 % x 8378.815 = **\$133,642.10**
- Total \$837,881.50**

Hamilton & Wenham Formula by Population and Total Call Volume

The formula is broken down as follows:

Factor # 1 – Population

- Total Population of Hamilton and Wenham is 12,639
 - 1% of this number is 126.39
- Divide the total population of each town by the 1% number and that will give you the % of the budget that each is responsible for.
- The results are:
 - Hamilton 7,764 divided by 126.39 = 61.43%
 - Wenham 4,875 divided by 126.39 = 38.57%

Factor #2 – Total Call Volume

- Total call volume of Hamilton and Wenham is 46,528
- 1 % of this number is 465.28
- The Towns individual call volume is divided by the 1%
- The results are:
 - Hamilton 23,675 divided by 465.28 = 50.88%
 - Wenham 22,853 divided by 465.28 = 49.12%
- The Total Towns Population & Call Volume results are added together and then divided by two (2). This provides the percentage of the cost share for each of the Towns.

<u>Town</u>	<u>Population</u>	<u>Population %</u>	<u>Call volume</u>	<u>Call Volume</u>	<u>Combined Pop/Call %</u>
Hamilton	7,764	61.43%	23,675	50.88%	56.15%
Wenham	4,875	38.57%	22,853	49.12%	43.85%
Total	12,639	100%	46,528	100%	100%

Figure 56 Hamilton-Wenham Costs (Population and Call Volume Cost Share)

- Next factor is the Hamilton Dispatch Budget for FY 2019 which is **\$452,669.99**
 - Calculate 1% of that budget which is **4526.69**
 - Multiply the 1% number using the combined total of combined population and call percentage. **(Hamilton 61.43+50.88=112.31/2=56.15%)**
 - Multiply the 1% number using the combined total of combined and population call percentage / 2. **(Wenham 38.57+49.12=87.69/2=43.85%)**
 - Hamilton 56.15 % x 4526.69 = \$254,173.64
 - Wenham 43.85 % x 4526.69 = \$198,495.36
- Total \$452,669.00**

Hamilton will pay \$ 254,173.64

Wenham will pay \$ 198,495.36

State 911 Grant Funding

The Massachusetts State 911 Department provided estimates of potential funding that would be available if Danvers or Hamilton were to create a Regional Emergency Communications Center. We are providing these figures to demonstrate additional funding may change the amount that Wenham would be required to pay for services.

Entity	Support	RECC	Total Grant Funding
Danvers-Wenham RECC	\$ 144,038	\$ 339,805	\$ 483,843
Hamilton-Wenham RECC	\$ 55,603	\$ 105,839	\$ 161,442

Danvers and Hamilton provided the following figure to demonstrate the amount of 911 funding they most recently received:

Entity	Support	Training	Total Grant Funding
Danvers	\$ 94,914		\$ 94,914
Hamilton	\$ 26,200	\$ 10,000	\$ 36,200

Hamilton 2019 Estimated Communications Budget

Personnel Services	\$ 282,977.23
Purchase of Services	\$ 3,600.00
Professional Services	\$ 34,108.75
Supplies	\$ 1,400.00
Fringe Benefits	\$ 42,514.72
Additional Dispatchers	\$ 88,067.85
Total Hamilton Budget FY 2019	\$ 452,668.65

Figure 57 Hamilton 2019 Estimated Budget Table

Permanent Wages	\$199,108.00
Part Time Wages	\$24,273.00
Overtime	\$47,173.00
L / S / D	\$12,423.23
Total Personnel Services	\$282,977.23
R & M Comp	\$1,800.00
R & L Office Equipment	\$1,400.00
ADS / PRNT	\$400.00
Total Purchases of service	\$3,600.00
MIS SERV	\$16,633.75
VDV SER	\$17,475.00
Total Professional Services	\$34,108.75
Supplies	\$1,000.00
Uniforms	\$400.00
Total Supplies	\$1,400.00
Fringe Benefits	\$42,514.72
Additional Dispatchers	\$88,067.85
Total Hamilton Budget FY19	\$452,668.55

Figure 58 2019 Hamilton Comm Budget Breakdown

Danvers 2019 Estimated Communications Budget

Expenses	\$ 46,507.00
Salaries and Wages	\$ 694,099.00
Fringe, Health, Dental, Life	\$ 97,275.59
Total FY 2019 Budget Danvers	\$ 837,881.59

Figure 59 Danvers 2019 Communications Budget

Radio Maintenance	\$ 7,404.00
Photo Copies	\$ 600.00
Software Maintenance	\$ 9,728.00
Training Services	\$ 1,000.00
Recruitment & Selection	\$ 200.00
Telephone	\$ 14,800.00
General Office Supplies	\$ 4,200.00
Computer Supplies	\$ 5,000.00
Forms Printing	\$ 400.00
Furniture & Office Equipment	\$ 1,000.00
Police/CP Supplies	\$ 200.00
Miscellaneous Supplies	\$ 1,525.00
Mileage Reimbursement	\$ 250.00
Dues & Memberships	\$ 200.00
Total Operating Expenses	\$ 46,507.00
S&W Permanent-Full-Time	\$ 482,893.00
Overtime	\$ 137,725.00
Holiday	\$ 18,050.00
Night Differential	\$ 28,753.00
Weekend Differential	\$ 3,078.00
Longevity	\$ 3,950.00
Sick Leave Incentive	\$ 13,250.00
Specialist Pay	\$ 5,000.00
EMT Incentive	\$ 1,200.00
Cleaning Allowances	\$ 200.00
Total Salaries & Wages	\$ 694,099.00
Sub Total Expense and Salaries	\$ 740,606.00
Fringe Benefits (From FY18)	
Health Insurance	\$ 95,070.85
Dental Insurance	\$ 1,933.58
Life Insurance	\$ 271.16
Total Fringe Benefits	\$ 97,275.59
Total Dispatch Budget	\$ 837,881.59

Figure 60 Danvers 2019 Budget Break Down

Estimated Summary of Dispatch Services Cost

Danvers 2019 Estimated Communication Budget	\$ 837,881.59
Hamilton 2019 Estimated Communication Budget	\$ 452,669.00
Projected Danvers operating costs if Wenham opts in	\$ 707,674.71
Projected Hamilton operating costs if Wenham opts in	\$ 278,073.95
Projected gross Wenham costs using population funding formula (Danvers)	\$ 130,206.78
Projected gross Wenham costs using population and call volume formula (Danvers)	\$ 133,642.10
Projected gross Wenham costs using population funding formula (Hamilton)	\$ 174,594.04
Projected gross Wenham costs using population and call volume formula (Hamilton)	\$ 198,495.36
Projected net Wenham costs using both funding scenarios after accounting for proportional application of estimated RECC grant funding (Danvers Population Formula)	\$ 77,876.81
Projected net Wenham costs using both funding scenarios after accounting for proportional application of estimated RECC grant funding (Danvers Population/Call Vol)	\$ 76,007.89
Projected net Wenham costs using both funding scenarios after accounting for proportional application of estimated RECC grant funding (Hamilton Population)	\$ 133,772.16
Projected net Wenham costs using both funding scenarios after accounting for proportional application of estimated RECC grant funding (Danvers Population/Call Vol)	\$ 113,467.01
Capital costs to replace Wenham radio infrastructure if Wenham leaves the ECRCC	\$ 338,708.63
Est. Capital Costs to Convert Danvers to IMC Disp Software (\$397,847.50 + \$15,000 Fiber Optic)	\$ 412,847.50
Estimated Capital Cost to link IMC to Wenham Fire and PD with Danvers or Hamilton	\$ 127,617.75

ANALYSIS AND RECOMMENDATIONS

The following pages contain recommendations for the Town of Wenham to obtain communications services from the Town of Danvers. This list is not inclusive of all considerations, but does identify major considerations and requirements related to the Town of Wenham receiving dispatch services from the towns of Danvers or Hamilton.

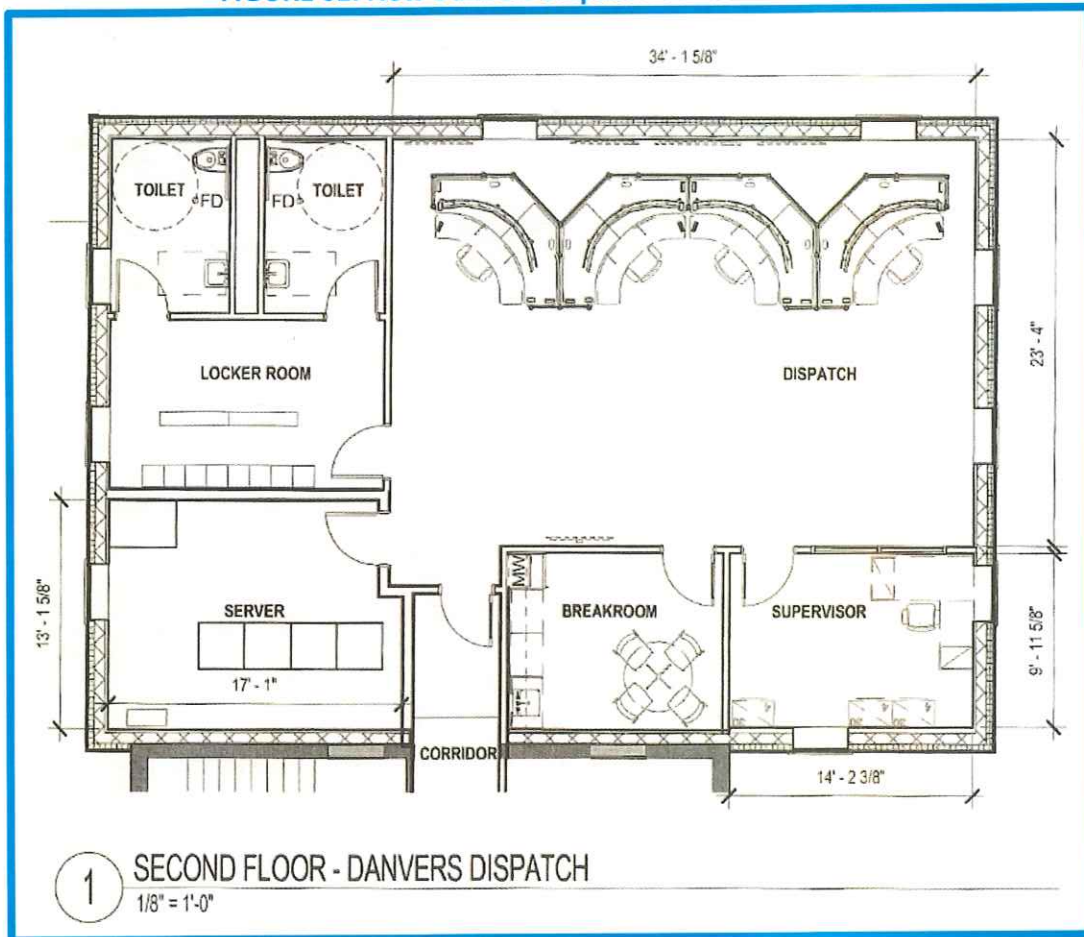
DANVERS DISPATCH CENTER SITE

The MRI study team conducted site visits at Danvers and Hamilton communication centers. Based upon the information that we gathered and studied MRI recommends that **The Town of Danvers provide public safety dispatch communication services to the Town of Wenham.** As has been previously noted, Danvers has undertaken and completed a major renovation and expansion of the police department facility. This includes the construction of a new, state of the art, environmentally controlled, dispatch center located on the second floor of the building. Other factors considered by MRI include:

- Main dispatch area encompasses just under 800 square feet, approximately 60% larger than the largest of the other facilities.
- Able to accommodate six (6) complete, fully functional dispatch consoles.
- Will initially be outfitted with four (4) fully functional consoles. The remainder will be installed in the future as operations require them.
- Three (3) answering points in the dispatch center for 9-1-1 calls.
- Danvers is working with the state 9-1-1 department to increase the number of 9-1-1 answering points to four (4).
- All brand new, modern, state of the art equipment that will incorporate the latest technology will benefit the Town of Wenham.
- Dispatch supervisor's office is 142 square feet.
- Redundancy of systems as building has both a back-up generator and UPS battery back-up systems to support electronic equipment.
- Very secure and fully self-sufficient for the purpose of handling emergency dispatch and communications operations.
- Danvers PD which currently operates the communications center is an accredited agency which includes dispatch operations.
- Danvers is willing to consider change over to IMC software.
- Danvers will allow Wenham to work off their own frequencies.

- Danvers will develop a working group so that Wenham can provide input on the services provided.
- Danvers communication center has two dispatchers on duty 24 hrs./365 days per year. The dispatchers rotate their positions every few hours from police dispatcher to fire dispatcher throughout their shift. This assures a consistent level of equal services to fire and police units in the field. Danvers has fiber optic communications transmission capability and would be able to accommodate Wenham onto their system.

FIGURE 61: New Danvers Dispatch Center Floor Plan



Recommendation 1-10: *After examining various options, MRI recommends that the Town of Wenham Fire and Police contract for the services of the Town of Danvers and their state-of-the-art dispatch center.*

While not specifically evaluated in this study, it is the opinion of the MRI study team that the recommended facility could easily handle the addition of several more similar sized communities should any other municipalities wish to join this regional endeavor. With additional communities comes economies of scale which would help to reduce overall costs of the dispatch service.

Recommendation 1-11: *The Town of Wenham should maintain a low cost back up communications backup system for redundancy should the Danvers Communication Center become inoperable due to a catastrophic event. Danvers does have the capability to transfer phones to Beverly if needed. Consideration should be given to maintaining the existing Wenham Fire and Police communications equipment as back up.*

COMMUNICATIONS AND CONNECTIVITY NEEDS

There are some recommendations included in this section to correct and/or improve the current design and functionality of the individual towns' radio systems (not currently within the scope of work of this report). These will require additional research to evaluate further, however, they may have applicability and potential benefits.

As is noted later in this report, Wenham should replace all of their existing copper transmission lines with fiber optics. In all cases the communities should give serious consideration to the redundancy that is built into their systems. This will minimize the chances of a catastrophic system failure from actually rendering the entire communications system inoperable.

Recommendation 1-12: *All of the participating towns should ensure, to the extent possible, that redundancy is built into their system(s). This will make the systems as secure and dependable as possible. New systems can operate with a combination of both microwave and fiber optic components.*

Danvers has five (5) sites that are used for their public safety communications system. The MRI study team was informed that this system works well and rarely has any significant issues. The town is presently in the process of considering expanding and enhancing the capabilities of their communication system. Among the options being explored are installing a microwave communications network that will function as their public safety communications system, and, adding one or two additional receiver sites. The locations being considered for the receiver sites are at the Home Depot cell tower and the second at Folly Hill. Adding these sites would enhance an already very good communications system. However, the town should not invest in this enhancement unless tests showed a definitive need, or, service will be improved significantly.

The town in the scope of work has requested quotes to develop microwave radio equipment and technology as well as obtaining their own fiber optic lines. The use of Microwave is a future consideration as a connection from Danvers RECC to Wenham.

1. Add Microwave at Gordon Cornwell Theological Seminary 130 Essex Street South Hamilton Ma. Which is the primary transmission site for Wenham.
2. Add Microwave at Folly Hill which Danvers a proposed communication site.
3. Add Microwave unit at the existing Hunt Ctr. 75 Lindal St.
4. Add Microwave unit at the Danvers Police station 120 Ash St. for communication from the RECC.

This Microwave project to complete will be expensive and should be done by the use of a 911 Grant.

The Danvers Police Chief indicated that that they are in the process of connection to fiber optic to the communication center and radio equipment. They have completed three (3) installations and will shortly have the last two (2) sites complete. He also indicated that there was some potential grant money to extend Fiber from Danvers into the Town of Wenham which would be the primary transmission line they would connect to Wenham if they become the servicing agency.

The Danvers Police Chief estimates a \$100,000 grant may be available which could be used to extend the fiber connection from Danvers RECC to the Wenham FD. Danvers has black fiber in place from the Danvers PD to Maple Street at the Wenham town line. The distance from the town line to Wenham FD/PD is approximately 1 ¾ miles and about 10,000 feet of fiber optic cable. The cost of 12 pair fiber optic cable is \$950/1000 feet. Cost estimates are approximately \$9,500 for wire and installation costs. Total project costs are estimated at \$15,000. The host site (Danvers or Hamilton) would require a Multiplexer, and at the remote site (Wenham would require a smaller Multiplexer to convert the signals back to analog after travelling through the fiber. Fiber optic lines have less of an initial capital expense than purchasing and installing microwave Hardware and infrastructure. However, there still are initial capital expenses, in addition to recurring monthly cost. A multiplexer will be needed at each end of the fiber connections

Wenham Communication Sites.

1. Fire Station
2. Water Tank Burnham Rd.
3. North Beverly Water Tower Brimble Hill Dr. Fire Alarm only
4. A. J. Chapel Gordon College 255 Grapevine Rd.
5. Gordon Cornwell Theological Seminary 120 Essex St S. Hamilton
6. New Proposed new Police Site Larch Ls. Building

Monthly fiber optic fees are between \$ 800. To \$900. Per month, with lines with larger capacity can cost up to \$1,200. Per month. There is no initial installation cost through Verizon however, if there is no existing fiber optic in the area of the site, there may be construction costs to install the fiber, which are passed on to the customer. For this project the monthly lease fees would be between \$ 1,800. And \$ 2,700. Construction cost would have to be determined at a later date after the lease company researched the availability of fiber optic at each site.

Prospectively, the installation of fiber optic in Wenham provides the Town of Wenham the opportunity to build redundancy in its current radio systems by having both fiber optic and copper wire communication ability. Danvers is still looking at the feasibility of the possible installation in the future of micro wave equipment which would further increase their redundancy capability. The other alternative is to use the T-1 copper lines as a back- up after fiber optic is up and functioning. MRI supports the use of microwave radio transmission technology to rectify specific communication transmission and reception issues, however in the long run it may be cost prohibitive dependent on the amount of microwave transmit and receive equipment is necessary.

Recommendation 1-13: Danvers should install the new fiber cable to connect the Wenham Public Safety Departments, with the use of the existing grant.

Recommendation 1-14: All existing copper connections Remain in place, for a redundant connection and the Town lease fiber optic lines for sites 1,2,4,5.

Recommendation 1-15: Fiber Optics should be the primary connection Link for the connection to Danvers RECC and the Wenham Communication Sited

COMPUTER AIDED DISPATCH SYSTEM

After evaluating the Computer Aided Dispatch (CAD) and reporting programs/systems currently in use the MRI study team determined that Danvers is not currently using the same programs and systems as Wenham. Danvers is using Queues Enforth Development, Inc. (Q.E.D.).

Danvers is utilizing the Queues Enforth Development, Inc. (Q.E.D.) CAD and RMS systems and report they are very happy with it. Q.E.D has been providing multi-agency, multi-jurisdictional systems for nearly 28 years to regional dispatch centers throughout the country. They are also locally based in Massachusetts. In the Boston area, one of the larger systems they are currently providing is for the Cambridge Fire Department.

Danvers has been using this system since about 2003. The system is used by the police, dispatch and fire. QED has mapped out the entire town to provide pin mapping on every location within

Danvers. When units are dispatched to a call the location is pinned in the vehicle exactly at the location. The fire department also utilizes the Firehouse management and recordkeeping system for their operations. They informed the team that the two systems interfaces very well with each other and information is easily transferred and shared. The annual maintenance costs associated with the Q.E.D. system total about \$15,200 for Danvers which is divided evenly between the police and fire departments.

The estimated cost for Danvers to change their current CAD system to IMC is estimated to be \$178,252.50 in order to operate as a RECC. An additional investment of \$100,010.00 for Police, and Fire \$54,585 is added to add IMC to those agencies. Data conversion from the current CAD system to IMC is an additional \$65,000, amounting to a total estimated capital expenditure of \$397,847.50. The breakdown of costs for Danvers is as follows:

CAD System Software	\$51,500.00
CAD Services	\$10,500.00
Mobile Software	\$20,250.00
Law Records System	\$7,500.00
Law Records Service	\$3,000.00
Fire Records System Software	\$5,500.00
Admin Records System Software	\$3,000.00
Admin Records System Service	\$3,000.00
Project Related Fees	\$30,600.00
Pervasive 20 user license database	\$7,590.00
Pervasive 50 concurrent user database	\$15,990.00
Annual Maintenance Fees 1st year	<u>\$19,822.50</u>
Total Danvers Communication Center Quote	\$178,252.50

**Figure 62 Danvers Comm Center
IMC Conversion Cost Estimate**

Police CAD System	\$4,500.00
Police Mobile System	\$21,500.00
Law Records Software	\$23,000.00
Perform Law Records Service	\$12,000.00
Admin Records System Software	\$3,500.00
Perform Admin Records System Services	\$3,000.00
Project Related Fees	\$21,200.00
Pervasive Workgroup License	\$1,500.00
Annual Maintenance Fees Year 1	<u>\$9,810.00</u>
Total for Police	\$100,010.00

Figure 63 Danvers IMC Cost Estimate - Police

Fire Mobile System	\$11,250.00
Fire Records System Software	\$5,250.00
Fire Records System Service	\$10,500.00
Admin Records System	\$3,500.00
Admin Records System Service	\$3,000.00
Project Related Fees	\$16,350.00
Work Group License	\$1,000.00
Annual Maintenance Fees Year 1	<u>\$3,735.00</u>
Total for Fire	\$54,585.00

Figure 64 Danvers IMC Cost Estimate - Fire

Danvers Communication Center IMC Cost	\$178,252.50
Danvers IMC Cost - Police	\$100,010.00
Danvers IMC Cost - Fire	\$54,585.00
Data Transfer for Danvers from Q.E.D. to IMC	\$65,000.00
Total for Danvers	\$397,847.50

Figure 65 Total Estimated IMC Cost for Danvers

Wenham wants to utilize IMC Tri Tech Software Systems (a subsidiary of Zuercher Technologies) computer aided dispatch program and reporting systems. They have the dispatch, police records, fire, and administrative modules. This system has the capabilities to link to the registry of motor vehicles system, 9-1-1 back fill, and includes an emergency medical dispatch (EMD) program. They are currently using EMD protocols set forth by Priority Dispatch operated through the International Academies of Emergency Dispatch.

Both the Q.E.D. and IMC Tri Tech systems have a good track record when used as the CAD program for regional emergency dispatch systems. Tri-Tech which has more components and capabilities, and is perceived to be more user friendly than the Micro Systems program and system. Tri Tech IMC system is also a good system, with an excellent track record in many Massachusetts communities, should Danvers decide to convert to that system. In the end the town needs to utilize the system that best meets their specific needs.

MRI has included cost estimates from IMC in this document for review. If Danvers makes a change to IMC, the costs may be supplemented or covered under the State E-911 grant program. IMC is an approved vendor under state bid IT contract.

IMC CAD System Software Query & Reporting	\$500.00
Mobile Message Server Additional Fire Field Agency	\$1,000.00
2 - IMC Mobile Field Based Reporting Clients	\$2,500.00
Mobile /Fire/EMS Train the Trainer on site up to 12	\$1,500.00
IMC Fire Records System Software 4 Fire Records Client	\$2,000.00
Fire Records Premium Served Additional Agency Connection	\$1,250.00
IMC Fire Records System Services - up to 12 Fire Prevention	\$1,500.00
Fire Records Database Training on-site up to 6	\$1,500.00
3 - Fire Records Train-the-Trainer on-site up to 12	\$4,500.00
NFIRS Entry Training on-site up to 12	\$1,500.00
2- Fire Admin Client	\$1,000.00
Fire Admin Server 1-5 Users	\$1,000.00
Admin Train-the-Trainer on-site up to 12	\$3,000.00
Project Related Fee's	
2- 1 Day on site Data Conversion review	\$3,000.00
2- Google Mobile Client	\$500.00
Mapping Additional Access RMS or FMS	\$500.00
Project Management	\$3,000.00
2-Refresher Training on site	\$3,000.00
Third Party Products & or Services - 4 workgroup licences	\$400.00
Annual Maintenance Fees year 1 CAD Query 7 Reporting	\$90.00
Fire Admin Client	\$180.00
Fire Admin Server 1-5 users	\$180.00
Fire Records Client	\$360.00
Fire Records Premium Server Additional Agency Connection	\$225.00
Google Mobile	\$90.00
Mapping Additional Access RMS or FMS	\$90.00
Message Server Additional Fire Agency	\$189.00
Mobile / Fire Field Based Reporting Clients	\$450.00
Data Extraction Conversion & Merge Services	<u>\$21,000.00</u>
Total Fire IMC Package	\$56,004.00

Figure 66 Wenham Fire – Estimated cost to link with Danvers or Hamilton

IMC CAD Software	
CAD to 3rd Party XML-1st Destination Folder 1 - 5 users	\$2,500.00
Annual Maintenance Fees Year 1 - CAD to Firehouse	<u>\$450.00</u>
Total Quote:	\$2,950.00

Figure 67 Wenham Fire IMC - Firehouse Software Link

Wenham Police and Fire IMC Cost Estimates	
Wenham Police IMC Tie In	\$68,663.75
Wenham Fire IMC Tie In	\$56,004.00
Wenham Fire - CAD - Firehouse Interface	<u>\$2,950.00</u>
Total Quote:	\$127,617.75

Figure 68 Wenham Police and Fire IMC Cost Estimate

Law Records System	\$7,750.00
Law Records Service	\$6,000.00
Wenham P.D. Data Extraction & Conversion	\$21,000.00
Project Related Fees	\$9,500.00
Concurrent User Database	\$1,495.00
Annual Maintenance Fee	<u>\$2,668.75</u>
Sub Total on required CAD system items	\$48,413.75
<u>Optional Items</u>	
2 - Admin Train the Trainer on site up to 12	\$3,000.00
4 - Google Mobile Client	\$1,000.00
Law Admin Server 1 – 5 users	\$1,000.00
Law Records Forms Package 1-10 users	\$1,250.00
Mapping Additional Access-RMS of FMS	\$500.00
Message Server Additional Law Agency	\$1,000.00
4 Mobile/Law Field base Reporting Clients	\$5,000.00
Mobile Law Train Trainer onsite up to 12	\$1,500.00
NCIC State Interface Additional Law Agency	\$1,000.00
Officer Report Writing Training up to 12	\$ 3,000.00
5 - Pervasive Workgroup Licenses	\$500.00
3 - Police Admin Client	\$1,500.00
Option Totals	<u>\$20,250.00</u>
Total for Wenham PD Tie In	\$68,663.75

Figure 69 Cost Estimate to Tie in Wenham PD

The change from the current ECRECC to Ether Danvers of Hamilton will be a long-term commitment for the Town. The Town of Wenham should commit to the total Capital Investment for its Public Safety Department to enhance their CAD Capabilities.

Recommendation 1-16: The benefits of updating the IMC CAD system and the various modules is two-fold. First the current IMC software in use by Wenham Police and Fire in Wenham is updated to the latest version, and second it establishes the ability to organize data, information, fire inspection tracking, emergency tracking, criminal cases, administrative and personnel tracking, and the ability to obtain accurate data to use in budget and strategic planning. This Program can also resolve the call back issue as it can be programmed to send text info to the department members and allow for the full dept. recall as well as groups and individuals. Wenham employees would also receive training on the CAD and all aspects of the program for its Fire & Police.

MUNICIPAL FIRE ALARM SYSTEM

Equipment/hardware to allow the receipt of fire alarms from the municipal fire alarm systems will be required. Both Danvers and Hamilton currently operate these type systems. However, Hamilton's system is limited to just 14 locations in their town, all of them municipally owned. There is no capability to have lines for Wenham fire alarm systems. Wenham would have to install a Vision 21 alarm system. The connection to Wenham would be accomplished over copper lines.

Danvers operates a 100-mil municipal Keltron and master fire alarm system. Both the headquarters and second fire station in Danvers receive fire alarms via decoders that also activate alarm bells in the firehouses. The Town of Danvers has installed a new Vision 21 fire alarm processor with a battery back-up, radio receiver modules with cable and antennas, telegraph Interface module, and a remote display capability. This equipment will allow the town to continue to operate their existing 100 mil fire alarm system but would also permit them to be able to add and/or upgrade to newer radio boxes. With this capability Danvers would be able to accept and monitor alarms from Wenham.

This system operates in the following manner. The Vision 21 alarm panel displays all call information received from the remote Vision 21 console. This info is inputted by the town in which the box is located. The call panel holds all received call from the Vision 21 (If a call is unacknowledged it will appear in the unacknowledged calls list). The status panel maintains the current status of the connected Vision 21. It will also display any trouble conditions present on the system, as well as, any boxes that have been placed out of service.

Note: Danvers new RECC has state of the art equipment and has the ability to connect to both Wenham Radio Communications equipment as well as accept all of the boxes from their Fire

Alarm system. Danvers would also concur that Wenham should operate on its own radio frequencies.

Recommendation 1-17: The ability of Danvers to accept the communication and fire alarm systems presently operated by Wenham Public Safety is a benefit in both cost savings and having new fire alarm receiving equipment. In addition, Danvers also will have the capability of receiving radio box alarm systems which is replacing the older fire alarm boxes. There would be minimal changes needed to transition this process. Consideration should be given in this case to Danvers as having the better equipment for the Two Towns.

GOVERNANCE

The first step to establishing the delivery of communication services by the Town of Danvers with the Town of Wenham is to sign an Inter Municipal Agreement. This agreement which would require approval from the Board of Selectmen in each town establishes the legal basis for the towns to participate in the joint endeavor.

Considerations that could be included in Inter Municipal Agreement include, but may not be limited to:

- A commitment to adhere to the standards and practices as set forth by the Massachusetts Police Commission Accreditation Program regarding dispatch services and training.
- A statement clearly identifying the scope of - service to be provided, and, records to be maintained and/or distributed to the participating departments.
- Language dealing with specific financial arrangements, and the duration, modification, and termination of any agreement.
- Specific arrangements for the use of equipment and/or facilities.
- A policy concerning the review of recordings made in the dispatch center. The policy should include authorization procedures.

Recommendation 1-18: As soon as they are legally permitted to, the Towns of Danvers and Wenham should formally execute the appropriate Inter Municipal Agreements and contracts committing to the terms and conditions for its services and operations.

This scenario is relatively easy to implement in that it requires only agreement between the two potential participants. Legislative approval is not necessary.

In order to assure that Wenham is satisfied with the service and their needs are being met in an ongoing manner, it would be prudent for Danvers to establish a process through frequent meetings or a committee comprised of the Wenham Police and Fire Chief (or their representative) and Danvers staff to address any problems they encounter. The chiefs would also be able to immediately contact the dispatch center manager, or on duty supervisor, to address any problems they had with dispatch during an incident that occurred in their town.

Recommendation 1-19: A regularly scheduled meeting or the formation of an advisory committee, comprised of the police and fire chiefs (or designated representatives) from Wenham and Danvers should be formed for the purpose of discussing dispatch center updates or issues that arise between agencies relative to operation or policies of the dispatch center.

FINANCIAL APPORTIONMENT

There are several different methods that communications or dispatch centers use to determine the financial commitment necessary to fund operations from each participating community or agency. The first is where each participating community pays an equal share of the center's operating cost. However, this option is generally employed when all the communities are relatively similar in size and/or incident volume. This is not the case currently between Danvers and Wenham.

A second option that is utilized is for the participants to apportion costs based on call volume, population, and/or other demographic factors. Some regional centers utilize more complex formulas that incorporate more than one of those criteria to allocate cost share. However, as the center starts, much of the data necessary to appropriately (and accurately) divide these costs are often not readily available. Also, allocating call volume into cost share can adversely impact communities that experience a major event or series of events during a year that could increase their call volume requiring them to assume a larger share of the financial burden. Examples could be a tornado touching down, plane crash, chemical leak or fire, etc.

A third option for funding is to assess each participating municipality a set cost per capita. For instance, in 2015 the established cost per person to participate in the Essex County RECC was \$16.26. While this option may be similar to the final (and recommended) option we present below, it is more complicated in that some type of formula must be developed to determine the per capita fee per participant.

MRI recommends that the simplest and most equitable way to apportion cost share for this type of endeavor is for each community to pay based upon their population, and the percentage of the total that their population represents to the Town of Danvers.

Recommendation 1-20: *MRI recommends that a population-based formula be used to determine the shared costs between Danvers and Wenham.*

Under a strictly population-based funding system, since cost share is determined by percentage of total population, each community would automatically fund any increases in the budget proportional to their overall contribution. The percentages for population would only need to be adjusted once every ten years.

OVERALL FEASIBILITY AND COST ESTIMATE/COMPARISON

The MRI analysis of the potential Danvers-Wenham dispatch services agreement concludes that overall this will be a beneficial endeavor for all participants. Two Dispatchers on duty at all times, updated fire alarm and computer equipment, newly constructed dispatch center, which opened in August 2017, equipped with four (4) fully functional dispatch consoles with the capacity to expand with two (2) additional and the potential for additional communities to join the Danvers communication center makes this project feasible.

The new dispatch center will be fully outfitted with the latest state of the art equipment and technology for its operations. All of the existing Danvers personnel are well trained, certified, and experienced. The capital equipment reimbursement grants from the state E 9-1-1 department that are available to communities that are exploring shared services or regional endeavors will allow all three communities to acquire necessary equipment and also upgrade their own town emergency communications systems as part of the process of establishing connectivity.

The Town of Danvers dispatch answers approximately 110,000 telephone call per year. Their two-year 911 Call Volume was 6,951. The combined total of the telephone calls and 911 Calls is 116,951 per year. The Town of Wenham using the two-year average for 2016 and 2017 averaged 21,845 Total Calls. This would make the total calls answered and units dispatched by Danvers for the two towns would be 138,796 Calls.

This averages out to be 380 calls / day, translating to 126 calls per shift, 16 calls / hour, split between 2 Telecommunicators would be 8 calls / hour for each of the dispatchers working. This call volume increase of 21,845 should Wenham join with Danvers would not result in the need to have additional personnel working. MRI believes that the additional work load with the present staff is well within the recommended call volume for Telecommunicators.

MRI also did a comparison of call volume of the Hamilton Dispatch Center which is located at the Hamilton Public Safety Building. MRI used the two-year average of years 2016 and 2017. Currently there is one (1) Dispatcher working on each shift.

Figure 70 Hamilton – Wenham Call Volume

Year	Police	Fire	Total Average
2016	22,927	870	23,797
2017	23,135	865	<u>24,000</u>
	46,062	1,735	47,797
Hamilton 2 yr. Average			23,898
Wenham 2 yr. Average			<u>21,845</u>
		Total Calls	<u>45,743</u>

The two-year (2) average of calls for Wenham is 21,845, and Hamilton's two-year (2) average is 23,898. The total calls for both Towns is 45,743 for calls answered and dispatched.

This averages out to be 125 calls / day, 42 Calls / shift, and 5.2 calls per hour if Wenham was to join the Hamilton Dispatch Center.

Hamilton by itself was logging for its two-year average 23,898 calls / year, 65 calls / day, 22 calls / shift equals 2.7 calls per hour.

This represents a 45.7% increase in calls that will be handled by Hamilton Dispatchers. MRI believes that the increased calls with Hamilton's present staffing will be a challenge and strain on dispatching services unless Hamilton were to increase its staff. MRI also would recommend a dispatch supervisor position be utilized to provide the day to day operation of the center and handle the staffing schedules. This would also serve as a liaison between the Town of Hamilton as well as the Wenham Police and Fire department operations.

Historically the dispatch center call volume during the first two shifts is the highest and would need to have two (2) telecommunications on duty, at a minimum of 12-hour period. The overnight shift could run with just one (1) Telecommunicator as indicated by the call volume shown by both Towns.

Recommendation 1-21: Promote one of the present Town of Hamilton Dispatch Telecommunicators that is currently working to the position of Supervisor. Pay should be 10 % over the highest paid dispatcher.

Recommendation 1-22: The Town of Wenham Public Safety Chiefs should have some input and participation on the supervisors hiring.

Recommendation 1-23: The Town of Hamilton should hire one full time, and one part time Telecommunicator.

Recommendation 1-24: Hamilton should request budget funding for an increase of 30% and hire an additional part-time dispatcher which could provide coverage during the first 12 hours or during peak call volume.

Recommendation 1-25: Increase the telecommunicators overtime budget by ten (10) percent.

It is important to remember that whenever possible the level of service received by the tax payers/stakeholders should not be diminished when considering significant changes in how operations are conducted. The MRI study team feels very confident that the level of service that will be offered by the Danvers Regional Dispatch Center may provide an improvement in the level of service available to the towns and their citizens. The center will be adequately staffed and have the ability to handle simultaneous/multiple incidents effectively and efficiently, something that would be difficult for Hamilton to do at the present time with only a single call taker/dispatcher working in each community. The potential lifesaving benefits of having sufficient personnel on duty to be able to perform proper emergency medical dispatch operations is, in and of itself, a significant positive.

A word of caution to all regarding the type of cooperative relationship or “partnership” this endeavor will be is important. Danvers will be the authority having full control and authority over the communications center. Wenham will contract with Danvers to provide the service and will be clients or customers. One of the primary reasons that regional endeavors such as this fail is that participants perceive, whether real or imagined, that they lack a real voice or control in how the system works or operates. As a result, the towns that are contracting for service will need at least some level of input in the operations of the center. If the recommended advisory committee is created and comprised of representatives of all participating communities and departments it is important that it meets on a regular basis, and that suggestions and recommendations that are made by consensus of the group are given appropriate consideration. This is an area Wenham should fully vet prior to making a final decision to contract with the Danvers Communication Center. It is very important that both towns’ police and fire chiefs will be satisfied (based upon an objective evaluation not pre-conceived bias or general opposition) with the services they will receive from the Danvers Communications Center and that transferring dispatch operation will meet their needs and the needs of their personnel.

Recommendation 1-26: *Danvers has the ability to manage the additional work load with the present staff to accommodate the additional call volume if Wenham were to*

join their dispatch center. This averages out to approximately 380 call/day, 126 calls per shift, and 16 calls/hour between two dispatchers. The estimated call volume increase of 21,845 would not result in the immediate need for additional personnel. It should be noted this recommendation on staffing is related to our opinion related to the addition of Wenham to the dispatching services and it is not a presumption on our part of Danvers need of staffing outside the scope of our interests.

Recommendation 1-27: *The Town of Wenham should maintain a low cost back up communications backup system for redundancy should the Danvers Communication Center become inoperable due to a catastrophic event. Danvers does have the capability to transfer phones to Beverly if needed. Consideration should be given to maintaining the existing Wenham Fire and Police communications equipment as back up.*

Recommendation 1-28: *All of the participating towns should ensure, to the extent possible, that redundancy is built into their system(s). This will make the systems as secure and dependable as possible. New systems can operate with a combination of both microwave and fiber optic components.*

Recommendation 1-29: *MRI recommends that a population-based formula be used to determine the shared costs between Wenham and the dispatch services agency.*

Recommendation 1-30: *MRI recommends the use of the sample Intermunicipal Agreement provided after review and concurrence between both parties and a legal review by both municipalities.*

Conclusion and Final Recommendation

MRI has conducted an in-depth review and study of the current radio systems and dispatch capabilities of Danvers and Hamilton. Our research and conclusion clearly identify Danvers as the agency which would best serve the Town of Wenham Fire and Police dispatching needs. Through our scope of work, we were able to determine that the recently constructed Danvers Communication Center has the most up to date equipment, technology, and room for expansion of services into the future. Danvers is also proactively working towards building redundancy into their communications system in preparation of becoming a Regional Emergency Communications Center serving other municipalities in the future.

Our review of the Hamilton capabilities revealed that while they have a commendable operating dispatch center there were some concerns related to the age of their equipment, lack of redundancy, no immediate plans to replace existing older equipment,

and MRI believes with the increased volume of calls and interaction if Wenham were to join their center that one dispatcher on duty may become an issue in handling multiple emergencies at once. Hamilton also lacked the ability to accept Wenham's 100 mil fire alarm system for monitoring without a large expense of purchasing an alarm monitoring system.

By moving to the Danvers Communications Center, Wenham has the opportunity to take advantage of current and future 911 grants that will assist in keeping the costs of communications to a reasonable level while at the same time, building a redundancy in communications that would allow Wenham to operate during a large-scale disaster or a catastrophic radio system failure regionally.

Subsequently, if the Town of Wenham chooses to opt out of the current ECRECC services provider MRI recommends that they should continue to move forward and to develop a plan to transition communication services from the current Essex County Regional Communications Center to the Danvers Emergency Communications Center to facilitate improved communications and efficiencies for the Wenham Fire and Police Departments.

RADIO AND FIRE ALARM EQUIPMENT POTENTIAL COSTS

The 911 System has declared certain equipment located in the Town of Wenham that was purchased through grant funding, for the purpose interoperability with the current Essex County Regional Emergency Communications Center as State property. Should the Town of Wenham withdraw from the current ECRECC agreement to another dispatch service provider then the State could potentially recall their equipment. Estimates to replace needed equipment were solicited and received and are attached to this study. Specific costs are outlined in the estimates. We have compiled the following table of estimated overall potential costs of replacing state equipment.

<u>Radio Equipment Description</u>		
FD Main Base Station - Gordon Cromwell Site	\$	12,822.30
FD Standby Base Station - Fire Department Site	\$	12,822.30
PD Main Base Station - Gordon Cromwell Site	\$	11,526.30
PD Standby Base Station - Fire Department Site	\$	13,146.30
FD Receivers - Gordan and Water Tower	\$	9,639.00
PD Receivers - Gordan and Water Tower	\$	10,125.00
MLC 8000's Four and One Spare	\$	11,846.83
Labor and Miscellaneous Hardware	\$	452.42
	\$	82,380.45

<u>Computer Equipment</u>		
Network Switch	\$	2,208.00
Adapters	\$	419.68
Multiplexer	\$	6,580.00
UPS	\$	4,396.00
	\$	13,603.68
<u>Fire Alarm Transmitting and Receiving Equipment</u>		
Fire Alarm Computer Processors and Radio Modules	\$	103,765.00
Danvers FD TRX50 Upgrade to Regional w/Retransmit Equip	\$	28,822.25
Wenham FD Equipment	\$	69,423.75
Dual-Redundant Regional Repeater System	\$	40,713.50
Total Fire Alarm Costs	\$	242,724.50
Total All Combined Costs for Wenham Equipment	\$	338,708.63

INTERMUNICIPAL AGREEMENT

MRI has developed a sample Intermunicipal Agreement which the Town of Wenham should consider utilizing with a Dispatch Service Provider. The agreement should be reviewed by legal counsel and the governing body to assure it meets all legal parameters for a legal and binding agreement. Both Wenham Fire and Police agencies should review the agreement and provide input as to specific needs or procedures conducted by the dispatch center. The agreement should also provide a detailed listing of any equipment that belongs to the Town of Wenham it may provide to Danvers for use in the Wenham communications system to accommodate the needs of the Wenham Police and Fire.

Sample Intermunicipal Agreement

INTERMUNICIPAL AGREEMENT FOR EMERGENCY COMMUNICATIONS AND DISPATCH SERVICES

THIS AGREEMENT entered into this ____ day of _____, 2019 by and between the Town of ***(Dispatch Service Provider)***, a Massachusetts municipality acting by and through its Town Charter, with a mailing address of _____, and the Town of Wenham, a Massachusetts municipality acting by and through its Board of Selectmen, with a mailing address of 138 Main Street 01984 (Wenham). The ***(Dispatch Service Provider)*** and Wenham shall sometimes be referred to as the "Town's"

WITNESSETH:

WHEREAS, Both Towns are each empowered by law to staff, maintain and operate a public safety communications/dispatch center, which is a proper governmental function and service; and

WHEREAS, ***(Dispatch Service Provider)*** has established and operating an emergency communications center located at the ***(Dispatch Service Provider)*** Public Safety Building, **[Address]** which is capable, within reasonable limitations, of providing emergency communications and dispatch services for both ***(Dispatch Service Provider)***, and Wenham; and

WHEREAS, ***(Dispatch Service Provider)*** and Wenham desire to have the ***(Dispatch Service Provider)*** Public Safety Dispatch Center become a regional center to serve as a regional emergency communications center providing emergency communications and dispatch services for both communities (the "Regional Emergency Communications Center" or "RECC"); and

WHEREAS, the Town's may, pursuant to Section 4A of Chapter 40 of the Massachusetts General Laws, enter into an inter-municipal agreement to perform jointly activities or undertakings which either of the Towns is authorized by law to perform; and



WHEREAS, the Town's intend that this agreement shall set forth the terms and conditions of performing jointly the provision of emergency communications and dispatch services for both communities, including the maximum financial liability of the Town's in accordance with Section 4A of Chapter 40 of the Massachusetts General Laws;

NOW THEREFORE, in consideration of the mutual covenants and agreements set forth herein, the Town's agree as follows:

1. Approval by State Agencies:

Pursuant to Sections 18B and 18D of Chapter 6A of the Massachusetts General Laws, this Agreement is subject to review and approval by the State 911 Department, within the Massachusetts Executive Office of Public Safety, after executing this Agreement, the Town's shall forthwith submit an application for a regional Public Safety Answering Point as that term is defined by Section 18A of Chapter 6A of the Massachusetts General Laws ("PSAP"). As part of said application, Wenham shall provide a letter indicating that Wenham has designated **(Dispatch Service Provider)** as the Wenham PSAP as a result of this Agreement (contingent upon final approval and acceptance). If the required approvals, described in this Section 1, are not obtained on or before _____, this agreement shall cease.

2. Service:

(Dispatch Service Provider) shall use the RECC to furnish emergency police, fire and emergency medical communications and dispatch services to Wenham, said services being substantially the same as those services being rendered to **(Dispatch Service Provider)**.

- a. Receiving emergency and routine calls for police, fire and emergency medical services, in addition to calls for public works, and animal control;

- b. Directing a response to said calls by either dispatching the appropriate police, fire or medical unit or forwarding of the call to the appropriate department or agency for response;
- c. Providing on-going communications support to emergency personnel in the field;
- d. Maintaining dispatch logs and 911 recordings as required by law;
- e. Providing data and records from/to Criminal Justice Information Services (CJIS). The Criminal History Systems Board (CHSB) and the National Crime Information Center (NCIC);
- f. Updating, maintaining and managing the radio communications systems, computer systems, support files and resources materials necessary to accomplish the above, excluding radio equipment and infrastructure exclusively utilized by Wenham; and
- g. Any other service or duty required by law of a PSAP.

3. Discretion Regarding Manner of Providing Service:

- a. There shall be an Administrative Board that will be made up of the Town Managers of both the Towns of ***(Dispatch Service Provider)*** and Wenham that will oversee and recommend all operational and capital budgets for the dispatch center.
- b. There shall be an operational board that will be made up of the Chiefs or their representatives from the Police, Fire and EMS, of both Towns.
- c. The Director of the RECC shall be selected from qualified candidates and the members of both the Administrative board and Operational board shall make recommendation to the Town of ***(Dispatch Service Provider)*** on who they feel is best suited for this position.
- d. The Director shall meet monthly with Police and Fire chiefs and EMS to discuss the performance of the RECC, review the annual operating budget request, identify needed improvements and discuss future initiatives.

- e. The Director will bring the operational board's recommendations to the administrative board for their review and funding recommendations to take to the both Towns budgetary process.
- f. The Director of the RECC shall have the final decision-making authority with regard to all matters involving the day-to-day operation of the RECC.
- g. The Director of the RECC as a **(Dispatch Service Provider)** Town Employee shall fall under the chain of command of the **(Dispatch Service Provider)** Police Chief or his Designee.
- h. Each of the Towns will be responsible for the maintenance and upgrading of all of their radio communications equipment and fire alarm equipment that is used and owned by the Towns.
- i. Police and Fire Chiefs as well as EMS from **(Dispatch Service Provider)** and Wenham shall get together and develop a written procedure for the operation of the RECC governing the deployment of emergency services in **(Dispatch Service Provider)** ("the **(Dispatch Service Provider)** Procedures") and Wenham ("the Wenham Procedures")
- j. Any 911 grants used for the improvement of the communications center shall be shared by both **(Dispatch Service Provider)** and Wenham for necessary updates for needed improvements in their communication systems.
- k. The Director shall ensure that the **(Dispatch Service Provider)** and Wenham Procedures are followed by the RECC.
- l. Wenham Police, Fire EMS will primarily operate on their existing radio frequencies assigned to them by the FCC.

4. Liaison:

Wenham shall provide a liaison to **(Dispatch Service Provider)** to participate in the following endeavors:

- a. Develop; uniform operational policy and procedures for the RECC
- b. Provide information to assist in managing and updating the E-911 database, including the disability database.

- c. Assist **(Dispatch Service Provider)** in performance reviews of the services provided by **(Dispatch Service Provider)** and making joint recommendations for improved RECC services.
- d. Assist in reviewing any system upgrades to the PSAP.
- e. Assist in working with **(Dispatch Service Provider)** on any radio frequency consolidation, where applicable, or interoperability issues.
- f. Seek available funding\, including grants, for common good for the RECC.

5. Radio Systems:

- a. Wenham shall obtain and keep current all licenses relating to its frequencies granted by the Federal Communications Commission (FCC) under Part 90 of the FCC rules and regulations. Wenham shall notify **(Dispatch Service Provider)** at least 90 days prior to filing any application with the FCC to modify and component of the Town's FCC license to operate the radio systems. The Town's shall operate the radio systems in accordance with Part 90 of the FCC rules and regulations.
- b. The cost associated with any decision by Wenham to change Wenham's radio system, including the addition of base stations, receiver sites, or new telecommunications infrastructure, but excluding a plan for interoperability between the Town's respective radio systems, shall be paid for by Wenham.
- c. Equipment Purchased by **(Dispatch Service Provider)** with funds from the State 911 Department or other grant sources that reside within the Town of Wenham shall be owned and maintained by the Town of Wenham.
- d. Wenham will be responsible for future upgrades and improvement to their radio system. **(Dispatch Service Provider)** will work with Wenham to seek State 911 grant funding for this purpose.

6. Adherence to Operational Protocols and Practices:

The Police and Fire Chiefs will coordinate the necessary feedback from their respective agencies in **(Dispatch Service Provider)** and Wenham regarding the performance of emergency communications services and the RECC.

7. Media Inquiries:

Media Inquiries regarding the operation of the RECC, PSAP, or **(Dispatch Service Provider)** personnel shall be referred to the Director. Media inquiries regarding Wenham or Wenham personnel shall be referred to the Wenham Town Manager. Media inquiries concerning the specific incidents under the jurisdiction of one of the Town's respective police, fire or emergency medical services (EMS) provider shall be directed to the appropriate department.

8. Reporting:

Within five (5) business days of receipt of the quarterly report issued to PSAPs by the Statewide Emergency Telecommunications Board, a copy of said report shall be provided to Wenham.

9. Emergency Communications/Dispatch Fee:

- a. Wenham shall pay to **(Dispatch Service Provider)** an Emergency Communications/Dispatch Fee (the "**Fee**") for services provided under this Agreement. The Fee shall be Wenham's portion of a proportional calculation of population, as determined by the parties to this agreement.
- b. By no later than December 1st of each year after the initial service year of this Agreement **(Dispatch Service Provider)** shall provide Wenham with notice of the Fee to be charged for the next Fiscal Year.
- c. At the beginning the budget planning cycle for each fiscal year after the initial service year of this Agreement, the variables of Population will be updated according to the most recent records of the Town Clerks of each Town, and the variable of "Call Volume" will be updated using the most recent statistics of the MA Executive Office of Public

Safety. The Fee will then be recalculated based on dated variables but according to the above calculations.

- d. The Fee will be applied to the Annual Budget for the RECC that is developed by the Administrative Board and the RECC Director with input from the Operational Board. This Budget will represent the calculations of the total operating cost for the RECC and will display the amount of reimbursement that the State 911 Department may provide.
- e. Payment of the Fee will be initiated after Wenham becomes operational in the RECC.

10. Payments:

Wenham shall make quarterly payments of the Fee to ***(Dispatch Service Provider)***, payable on the same day that the quarterly tax payments are due in ***(Dispatch Service Provider)***. Quarterly invoices shall be mailed to Wenham not later than two months before the due date. If payment is not received by the due date, a second notice shall be sent by certified mail. ***(Dispatch Service Provider)*** may seek any available legal remedy to obtain payment on amounts due.

11. Assignment:

No assignment or other transfer of any right or obligation under this Agreement shall be made by either Town's, and any attempt to so assign or transfer such right or obligation shall be a breach of this agreement and the assignment shall be of no effect.

12. Dispute Resolution:

- a. No suit upon any claim or cause of action upon , or from damages upon, by reason of , or growing out of this Agreement or its non-performance or faulty performance, shall be filed or maintainable by either Towns unless notice of such claim or cause of action be given to the other Town at its address, above

given, not less than thirty (30) days prior to filing, and in every case a reasonable time under the circumstances from the date upon which limitation would commence to run against such claim or cause of action in behalf of such other Town.

- b. In the event any dispute of any kind should arise between the Town's concerning the construction of this Agreement or a purported breach thereof, such dispute may be submitted to the Police or Fire Chiefs of **(Dispatch Service Provider)** and Wenham. The Director shall meet with the appropriate chief within ten (10) business days to discuss a resolution of the dispute. If after twenty (20) business days, the two chiefs have been unable to resolve the dispute to the mutual satisfaction of the Town's the Town may submit the dispute to mutually acceptable arbitrator qualified by the American Arbitration Association. The proceedings before said arbitrator shall be governed by the rules and regulations of said Association, and the award and determination of said arbitrator shall be binding and conclusive upon the Town's, and the Towns' herewith agree to abide by the arbitrator's determination. Any cost associated with arbitration shall be split evenly between the two Towns.
- c. The Town's may also mutually agree to use other forms of alternative dispute resolution, including mediation, to address disputes arising under this agreement.
- d. The Town's each reserve the right, either in law or equity, by suit, and complaint in the nature of specific performance, or other proceeding, to enforce or compel performance of any or all provisions of this agreement.

13.Liability:

Pursuant to Section 4A of Chapter 40 of the Massachusetts General Laws, each Town shall be liable for its acts and omissions of its own employees and not for the employees of any other agency in the performance of this Agreement to the extent provide by Chapter 258 of the Massachusetts General Laws (Massachusetts Tort Claims Act). By entering into this Agreement, neither of the communities has waved any governmental immunity or limitation of

damages which may be extended to them by operation of law. Notwithstanding the forgone, **(Dispatch Service Provider)** shall not be liable for damages caused by any failure to provide services arising out of an Act of God, loss of power, or any other cause beyond its reasonable control.

14. Amendments:

This Agreement may only be amended by a written document duly executed by both of the Town's.

15. Termination of Agreement:

The Town of **(Dispatch Service Provider)** may terminate this Agreement upon providing written notice to the Town of Wenham not less than thirty (30) months prior to the date of such termination. The Town of Wenham may terminate this Agreement upon providing written notice to the Town of **(Dispatch Service Provider)** not less than eighteen (18) months prior to the date of such termination.

16. Term of Agreement:

This Agreement is intended to serve as a long-term obligation of each of the parties consistent with the time limitation set forth in Section 4A of Chapter 40 of the Massachusetts General Laws. The initial term of this agreement shall commence upon execution by both parties hereto and continue through 2024. Unless earlier terminated as set forth herein, this agreement shall automatically renew for a term of five years on the Initial Renewal Date. And thereafter every five (5) years on the anniversary of the Initial Renewal Date additional terms of five (5) years each and shall expire 2044.

17. Maximum Financial Liability:

The maximum extent of each Town's financial liability in connection with any and all contracts, grants, agreements, and/or services, as entered into by the

Town's pursuant to this Agreement, shall not exceed the amount appropriated by, or available to each of the Town's for said purpose.

18. Financial Safeguards:

(Dispatch Service Provider) shall provide to Wenham an annual report by November 1st that contains accurate and comprehensive records of the services performed under this agreement, including the cost incurred and any reimbursement and contributions received for such service, and includes the financial statement for the RECC. The RECC operations and budget shall be subject to the Town of **(Dispatch Service Provider)**'s annual audit requirement.

19. Notices:

All notices required or permitted by this Agreement shall be in writing and shall be sent by certified mail, postage prepaid:

If intended for the Town of **(Dispatch Service Provider)**

(Dispatch Service Provider) Police Chief

Address

City, State Zip Code

(Dispatch Service Provider) Town Manager

Address

City, State Zip Code

If intended for the Town of Wenham

Wenham Police Chief

1 Friend Court

Wenham Police Dept.

Wenham Town Manager
Main St.
Wenham Town Hall

In Witness Whereof, The Towns have hereto intending to be legally bound have caused their duly authorized representatives to set their hands and seals on the date first written above.

(Dispatch Service Provider)
Board of Selectmen

Wenham Board of Selectmen

Recommendations List

Recommendation 1-1: *The continued use of T1 and copper line remain as primary lines used for backup for the connection between Hamilton Public Safety transmission and receiving sites. MRI recommends that Hamilton rent fiber optic lines from the Public Safety Building to the Gordon Conwell Theological Seminary prior to any consideration to have them provide Wenham Dispatching services. In addition, a plan should be developed for other two sites be connected to fiber optic also.*

Recommendation 1-2: *The radio system that Hamilton currently utilizes is older and close to the end of its service life expectancy. A gap exists in redundancy to the transmitting and receiving sites, and all connections to the sites are with copper wire which creates a potential loss of communications should the copper become inoperative. The only backup of the radio system if the transmit and receiver sites went down is through the radios at the dispatch center which would only transmit within a limited area dependent on the radio and antenna design and ability to reach out.*

Recommendation 1-3: *MRI recommends that before any dispatch service agreement is made with Hamilton, that a plan for redundancy be adopted and initiated as soon as possible.*

Recommendation 1-4: *The Town of Wenham should consider replacing Astro Tac Receivers in about 5 to 7 years.*

Recommendation 1-5: *At the Bornham Road Water Tank site there is a riser pole with there is fiber optic cable that terminates at this location. MRI strongly recommends that the Town of Wenham make use of this fiber optic cable in order to make fiber optic the primary connection type and using the existing copper as a backup connection.*

Recommendation 1-6: *There is a new fiber optic line that was run to the front of the main building at the Gordon Cornwell Technical Seminary. The Town of Wenham should contract with Comcast, the owner of the fiber optic line to rent this line in order to created redundancy to their main radio communications. This line is fed from the back side of property. The existing T1 phone line should be used as back up.*

Recommendation 1-7: *The Town of Wenham should pursue an agreement to place the police receiver in the Larch La. building which will contribute towards improving the police communications capability overall.*

Recommendation 1-8: *The Town of Wenham should consider the purchase of its own fiber cable to support the Larch La. Building for new Police Receiver.*

Recommendation 1-9: Both of the two Towns personnel meet the training requirements to meet the proficiency needed to be Dispatch Telecommunicators for the RECC.

Recommendation 1-10: After examining various options, MRI recommends that the Town of Wenham Fire and Police contract for the services of the Town of Danvers and their state-of-the-art dispatch center.

Recommendation 1-11: The Town of Wenham should maintain a low cost back up communications backup system for redundancy should the Danvers Communication Center become inoperable due to a catastrophic event. Danvers does have the capability to transfer phones to Beverly if needed. Consideration should be given to maintaining the existing Wenham Fire and Police communications equipment as back up.

Recommendation 1-12: All of the participating towns should ensure, to the extent possible, that redundancy is built into their system(s). This will make the systems as secure and dependable as possible. New systems can operate with a combination of both microwave and fiber optic components.

Recommendation 1-13: Danvers should install the new fiber cable to connect the Wenham Public Safety Departments, with the use of the existing grant.

Recommendation 1-14: All existing copper connections Remain in place, for a redundant connection and the Town lease fiber optic lines for sites 1,2,4,5.

Recommendation 1-15: Fiber Optics should be the primary connection Link for the connection to Danvers RECC and the Wenham Communication Site.

Recommendation 1-16: The benefits of updating the IMC CAD system and the various modules is two-fold. First the current IMC software in use by Wenham Police and Fire in Wenham is updated to the latest version, and second it establishes the ability to organize data, information, fire inspection tracking, emergency tracking, criminal cases, administrative and personnel tracking, and the ability to obtain accurate data to use in budget and strategic planning. This Program can also resolve the call back issue as it can be programed to send text info to the department members and allow for the full dept. recall as well as groups and Individuals. Wenham employees would also receive training on the CAD and all aspects of the program for its Fire & Police.

Recommendation 1-17: The ability of Danvers to accept the communication and fire alarm systems presently operated by Wenham Public Safety is a benefit in both cost savings and

having new fire alarm receiving equipment. In addition, Danvers also will have the capability of receiving radio box alarm systems which is replacing the older fire alarm boxes. There would be minimal changes needed to transition this process. Consideration should be given in this case to Danvers as having the better equipment for the Two Towns.

Recommendation 1-18: *As soon as they are legally permitted to, the Towns of Danvers and Wenham should formally execute the appropriate Inter Municipal Agreements and contracts committing to the terms and conditions for its services and operations.*

Recommendation 1-19: *A regularly scheduled meeting or the formation of an advisory committee, comprised of the police and fire chiefs (or designated representatives) from Wenham and Danvers should be formed for the purpose of discussing dispatch center updates or issues that arise between agencies relative to operation or policies of the dispatch center.*

Recommendation 1-20: *MRI recommends that a population-based formula be used to determine the shared costs between Danvers and Wenham.*

Recommendation 1-21: *Promote one of the present Town of Hamilton Dispatch Telecommunicators that is currently working to the position of Supervisor. Pay should be 10 % over the highest paid dispatcher.*

Recommendation 1-22: *The Town of Wenham Public Safety Chiefs should have some input and participation on the Town of Hamilton's supervisors hiring.*

Recommendation 1-23: *The Town of Hamilton should hire one full time, and one part time Dispatch Telecommunicator.*

Recommendation 1-24: *Hamilton should request budget funding for an increase of 30% and hire an additional part-time dispatcher which could provide coverage during the first 12 hours or during peak call volume.*

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INTERMUNICIPAL AGREEMENT
FOR THE JOINT PROVISION OF PUBLIC SAFETY
COMMUNICATIONS, DISPATCH AND OPERATIONS
SERVICES

THIS AGREEMENT is entered into by and between the Commonwealth of Massachusetts State 911 Department (or "State 911 Department") and those cities and towns, acting by and through their Mayor, Town Managers or Administrators, or Board of Selectmen, as applicable, which execute this agreement (hereinafter referred to singularly as the "Member" or collectively as the "Members"), as follows:

WHEREAS, the State 911 Department and the Members agree to continue with a regional emergency communications center ("RECC") under the supervision and control of the State 911 Department to render 911 answering and emergency dispatch, communications and operations services as appropriate to their joint and respective needs; and

WHEREAS, the State 911 Department and the Members are authorized to undertake this Agreement pursuant to the provisions of M.G.L. c 40, §§4A and 4D.

NOW, THEREFORE, the State 911 Department and the Members, in consideration of the covenants and mutual promises contained herein, hereby agree as follows:

1. TERM

This Agreement shall take effect on July 1, 2019. This Agreement shall continue in effect for a period of ten (10) years from such date, or until July 1, 2029. Such period may be extended for an additional term as agreed upon by the State 911 Department and some or all of the Members. Upon the July 1, 2019 effective date, this Agreement shall

supersede the agreement between the Essex County Sheriff and the Members for 911 services.

2. ORGANIZATIONAL STRUCTURE

Up until the effective date of this Agreement, the 911 center in Middleton, located in a building on the property of the Essex County Sheriff, consisted of the Essex Regional Emergency Communications Center ("Essex RECC") and Essex Wireless 911 Center, both under the supervision and control of the Essex County Sheriff. Upon the effective date of this Agreement and thereafter, the entire facility shall be known as the North Shore Regional 911 Center, which will consist of the North Shore Regional Emergency Communications Center ("North Shore RECC") and the North Shore Wireless 911 Center, both under the supervision and control of the State 911 Department.

The employees of the North Shore Regional 911 Center shall be State 911 Department employees. The State 911 Department shall have the sole responsibility and authority to oversee, direct, manage, and supervise the operations of the North Shore Regional 911 Center, and to hire, set the compensation for, supervise, discipline and terminate all North Shore Regional 911 Center personnel. The State 911 Department will consult with Executive Advisory Board before hiring the Director of the North Shore Regional 911 Center. Within the State 911 Department organization, the employees of the North Shore Regional 911 Center will be in a division known as "State 911 Department PSAP Operations Division-North

Shore".

3. APPLICABILITY

This Agreement shall apply only to the administration and operation of the North Shore RECC.

4. FINANCIAL RESPONSIBILITY

Upon the effective date of this Agreement, those Members of the Essex RECC who have executed this Agreement shall become Members of the North Shore RECC. Such Members shall bear no financial responsibility to support the administration and operation of the North Shore RECC, including new equipment purchases and future capital improvements and related maintenance, and facility maintenance and operation, during the term of this Agreement. All new equipment and future capital improvements purchased with State 911 Department funds for the administration and operation of the North Shore RECC shall be owned by the State 911 Department.

The Essex County Sheriff shall furnish and transfer to the State 911 Department, in accordance with the Commonwealth's surplus property program requirements, all equipment, consoles, monitors, headsets, printer(s), fax machines, and other equipment paid for with State 911 Department grant funds and previously used by the Essex RECC to provide 911 services. The State 911 Department shall be responsible for the maintenance of equipment furnished for its use and transferred to it by the Essex County Sheriff.

5. ADVISORY BOARDS

Four (4) Advisory Boards shall advise the State 911 Department on matters pertaining to the administration and operation of the North Shore RECC. The Executive Advisory Board shall have decision-making authority regarding the issues outlined in Section 5E, below.

A. The Fire Advisory Board shall consist of the fire chiefs from each Member community. The Board shall elect a Chair.

B. The Police Advisory Board shall consist of the police chiefs from each Member community. The Board shall elect a Chair.

C. The Police and Fire Advisory Boards shall each meet at least semi-annually, but more frequently as necessary, and each shall advise the State 911 Department on operating policies and procedures for the operation of the North Shore RECC. Such Advisory Boards also shall meet together, as necessary.

D. The Administrative Advisory Board shall be comprised of either the Mayor, Town Manager, or Town Administrator of each Member community. The Board shall elect a Chair. The Board shall meet at least semi-annually, but more frequently as necessary, and shall advise the State 911 Department on the budget and operation the North Shore RECC.

E. The Executive Advisory Board shall be comprised of the Chair of Administrative Advisory Board, three (3)

at large Members from the Administrative Advisory Board, the Chair of the Police Advisory Board, one (1) at large Member from the Police Advisory Board, the Chair of the Fire Advisory Board, and one (1) at large Member from the Fire Advisory Board. The Executive Advisory Board shall elect a Chair. The Executive Advisory Board shall meet quarterly, but more frequently as may be necessary, to advise the State 911 Department on the administration, budget, and operation of the North Shore RECC, including admittance of new members to the North Shore RECC.

F. The Executive Advisory Board shall have the authority to:

1. Approve the annual operating and staffing plans of the North Shore RECC and changes thereto, in conformance with applicable standards and taking into consideration the February 2018 Organizational Assessment and Operational Audit and the recommendations contained therein.
2. Approve the details of the transition to a shared radio frequency system, in conformance with applicable standards and taking into consideration the February 2018 Organizational Assessment and Operational Audit and the recommendations contained therein.
3. Approve operating policies and procedures that govern the operations of the North Shore RECC, in conformance with applicable standards and taking into consideration the February 2018

Organizational Assessment and Operational Audit
and the recommendations contained therein.

G. The Director of the North Shore RECC, Deputy Director of the North Shore RECC, and/or other representatives of the State 911 Department shall be in attendance at all Advisory Board meetings. The State 911 Department reserves the right to review all decisions of the Executive Advisory Board to ensure consistency with the State 911 Department's operational and budgetary objectives, and may make revisions or adjustments to those decisions consistent with those objectives, as necessary. In addition, the State 911 Department shall decide matters before the Executive Advisory Board that resulted in a tie vote.

H. All Advisory Board meetings shall be conducted in accordance with the requirements of the Commonwealth's Open Meeting Law. A quorum of each Board shall be required to convene all meetings. A quorum of each Board shall consist of at least fifty (50) percent of its Member representatives. Any motion offered for action by each Board shall be deemed adopted when a majority of Member representatives present and voting votes in favor of such action.

I. Representatives shall serve at the pleasure of their respective appointing authorities until they resign or a successor is appointed.

6. NORTH SHORE RECC SERVICES

The North Shore RECC shall provide core services for Members as listed on Attachment A. To improve efficiencies and situational awareness and reduce errors, monitoring shared Member radio frequencies is listed as a core service on Attachment A. The North Shore RECC shall transition to a shared radio frequency system within four (4) years after the effective date of this Agreement, unless otherwise extended as necessary. The details of such transition shall be developed and approved by the Executive Advisory Board, in conformance with applicable standards and taking into consideration the February 2018 Organizational Assessment and Operational Audit and the recommendations contained therein.

7. RECORDS AND REPORTS

The State 911 Department shall ensure the creation and maintenance of all records and reports, including an annual report, pertinent to the business of the North Shore RECC. All records shall be maintained in accordance with the requirements of the Commonwealth's Public Records Law.

8. ADMISSION OF ADDITIONAL MEMBERS

The State 911 Department, after consultation with the Executive Advisory Board, shall determine, in its sole discretion, whether to admit additional Members to the North Shore RECC, and the terms and conditions of such admittance.

9. WITHDRAWAL

There shall be two (2) withdraw options, as set forth below in Sections 9A and 9B. Each option is independent of each other. Both options may be invoked by a Member separately within the applicable timeframes.

A. Any Member may withdraw from this Agreement after two (2) years following the date of the Agreement (July 1, 2021 withdraw date) by providing at least one (1) year written notice of withdraw to the State 911 Department and other Members by July 1, 2020. There shall be no financial consequence to any Member whom withdraws in compliance with this provision if at the withdraw date it becomes part of a regional PSAP or RECC that is operational on the withdraw date, either at the Member's location or at another location, and such action does not result in an increase in the overall number of PSAPs in the Commonwealth. If this is not the case, or if the Member seeks to become a primary PSAP, then at the withdraw date the Member may be subject to financial consequences as determined by the State 911 Department. If at the withdraw date, the Member has not formed or joined an operational regional PSAP or RECC as described above, or has not become a primary PSAP, then the written notice of withdraw shall be deemed waived and the Member shall remain in the North Shore RECC. In addition, at any time before July 1, 2021, a Member, on its own motion, may rescind its written notice of withdraw and shall remain in the North Shore RECC.

B. Any Member may withdraw from this Agreement after five (5) years following the date of the Agreement

(July 1, 2024 withdraw date)by providing at least two (2) years written notice of withdraw to the State 911 Department and other Members by July 1, 2022. There shall be no financial consequence to any Member whom withdraws in compliance with this provision if at the withdraw date it becomes part of a regional PSAP or RECC that is operational on the withdraw date, either at the Member's location or at another location, and such action does not result in an increase in the number of PSAPs in the Commonwealth. If this is not the case, or if the Member seeks to become a primary PSAP, then at the withdraw date the Member may be subject to financial consequences as determined by the State 911 Department. If at the withdraw date, the Member has not formed or joined an operational regional PSAP or RECC as described above, or has not become a primary PSAP, then the written notice of withdraw shall be deemed waived and the Member shall remain in the North Shore RECC. In addition, at any time before July 1, 2024, a Member, on its own motion, may rescind its written notice of withdraw and shall remain in the North Shore RECC.

10. FISCAL YEAR

The fiscal year of the RECC shall begin on July 1st and end on the following June 30th.

11. AMMENDMENT OF AGREEMENT

The Members may propose amendments to this Agreement by approval by two thirds (2/3) vote of the Executive Advisory

Board. Any such amendments are subject to the review and approval of the State 911 Department.

12. DISSOLUTION

This Agreement shall dissolve upon the expiration of its term, unless otherwise extended for an additional term as agreed upon by the State 911 Department and some or all of the Members.

13. SEVERABILITY

If any term or condition of this Agreement or any application thereof shall to any extent be held invalid, illegal or unenforceable by the court of competent jurisdiction, the validity, legality and enforceability of the remaining terms and conditions of this Agreement shall not be deemed affected thereby unless one or more parties would be substantially or materially prejudiced.

14. GOVERNING LAW

This Agreement shall be governed by, construed and enforced in accordance with the laws of the Commonwealth of Massachusetts and the parties hereto submit to the jurisdiction of any of its appropriate courts for the adjudication of disputes arising out of this Agreement.

15. ENTIRE AGREEMENT

This Agreement, including all documents incorporated herein by reference, constitutes the entire integrated agreement between the parties with respect to the matters described.

This Agreement supersedes all prior agreements, negotiations and representations, either written or oral. This Agreement shall not be modified or amended except by a written document executed by the parties hereto.

THIS AGREEMENT is made by and between the State 911 Department and the Members Signatory hereto, each duly authorized.

Attachment A

Core Services for Members

1. 911 Public Safety Answering Point (PSAP):
 - Answer Emergency 911 calls
 - Answer business lines on emergency basis
 - Monitor Member shared radio frequencies
 - Monitor Mutual Aid Radio frequencies (BAPERN, CMED, MEMA, Fire District Control Point for situational awareness purposes)
 - Dispatch Police Fire and Ambulance resources for member communities including mutual aid and dispatch
 - Emergency notifications to utility companies, DPW, animal control, etc.
2. CJIS/Criminal record inquiries/Arrest packets for **active calls for service**
3. Incident involvements for active incidents **IF** CAD allows backfill
4. Detail requests – forwarding name/number to single POC
5. Enter calls for service entries
6. Entering NCIC Warrants, Missing Persons, etc.
7. CAD Administrator
8. CAD Statistics
9. Automatic text/email Fire pages
10. Notifying DPW after hours – Single POC
11. Notifying ACO 24/7-one notification (page/call)
12. Requesting Tow Company
13. Monitor IAMRESPONDING
14. Lobby Interactions
15. Monitoring Fire Alarms [for Middleton and Wenham](#)
16. [Emergency Notifications Systems](#)



Town of Wenham

Town Hall
138 Main Street
Wenham, MA 01984

Selectmen / Town Administrator
TEL 978-468-5520 FAX 978-468-8014

December 12, 2018

Matthew Moran
Undersecretary, Forensic Science and Technology
Massachusetts Executive Office of Public Safety and Security
One Ashburton Place, Room 2133
Boston, Massachusetts 02108

Frank Pozniak
Executive Director, State 911 Department
Massachusetts Executive Office of Public Safety and Security
151 Campanelli Drive, Suite A
Middleborough, MA 02346

Dear Undersecretary Moran and Executive Director Pozniak,

Thank you for your initial work on the proposed new Intermunicipal Agreement (IMA) for the newly rebranded North Shore 911 Center. As one of the original members of the ECRECC when it first went live, Wenham officials appreciate your significant support of this program to date and your ongoing commitment to ensuring its success going forward. After conferring with my Police and Fire Chiefs and their leadership teams as well as my Board of Selectmen, I would like to offer the following comments and concerns regarding the draft IMA:

- Purely advisory capacity of participating members (further diminishing role of towns in any/all decision making processes)
- Initial 7 year term before withdrawal (only 5 year notice required under current IMA)
- 3 year notice to withdraw (currently 2 years)
- Lack of clarity about ownership of capital infrastructure
- Lack of clarity about financial responsibilities for equipment upkeep and future capital improvement costs
- Lack of clarity about the financial terms of withdrawal
- Lack of clarity about cost to municipalities who may want to join in the future
- Lack of clarity about when we would "transition to a shared radio frequency" and whether all departments would be on a single frequency
- No reference to continued provision of Reverse 911 service
- Reduction in willingness to direct appropriate calls to DPW employees for sanding/salting, and Animal Control Officer and Electrical Inspector to respond to emergencies

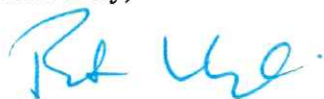
Most importantly, given the fact that we are now only 6 months from the start of State 911 taking over management of the ECRECC, it is essential that language is added to the new IMA that will allow member communities to opt out within the first 2 years of the 10 year term with no penalty, provided that any such communities would be required to give a minimum of 1 years notice if they did elect to opt out.

It is important to note that this commentary is based on our experiences to date at the ECRECC and the findings from the recent audit, and is generally consistent with our initial feedback to you when this new concept was first presented to us in June/July 2018. As was widely discussed at those Board meetings this summer, the major concern expressed by all of the member communities and their representatives about this transition was that local control be retained at least to the extent that it is under the current IMA. That does not seem to be the case with the new IMA as currently drafted, a fact which is concerning. While the elimination of the assessment will obviously be a significant financial benefit to the member communities, providing the same or better level of service to our residents, police officers, and firefighters is our primary focus. In order to ensure this occurs, we firmly believe that the member communities need to continue to have a seat at the table when it comes to making certain key operational decisions about the Center.

There was also a stated desire at that time to make the new IMA more specific and for it to reflect the key recommendations of the audit as appropriate. The new IMA has provided less specificity about many of the crucial elements listed above, not more.

I am hopeful that you will be receptive to our input and will work with the member communities to develop a new program that can be broadly supported for reasons other than the elimination of our assessment. I look forward to having a productive dialogue about how we can refine the IMA to address the issues I have addressed. Please let me know if you have any questions.

Sincerely,



Peter Lombardi
Wenham Town Administrator

cc: Wenham Board of Selectmen
Police Chief Thomas Perkins
Fire Chief Stephen Kavanagh

INTERMUNICIPAL AGREEMENT
FOR THE JOINT PROVISION OF PUBLIC SAFETY
COMMUNICATIONS, DISPATCH AND OPERATIONS
SERVICES

THIS AGREEMENT is entered into by and between the Commonwealth of Massachusetts State 911 Department (or "Department" and those cities and towns, acting by and through their Mayor, Town Managers or Administrators, or Board of Selectmen, as applicable, which execute this agreement hereinafter referred to collectively as the "Members"), as follows:

WHEREAS, the State 911 Department and the Members agree to continue with a regional emergency communications center ("RECC") under the supervision and control of the State 911 Department to render 911 answering and emergency dispatch, communications and operations services as appropriate to their joint and respective needs; and

WHEREAS, the State 911 Department and the Members are authorized to undertake this Agreement pursuant to the provisions of M.G.L.C §§4A and 4D.

NOW, THEREFORE, the State 911 Department and the Members, in consideration of the covenants and mutual promises contained herein, hereby agree as follows:

1. TERM

This Agreement shall take effect on July 1, 2019. This Agreement shall continue in effect for a period of ten (10) years from such date.

2. ORGANIZATIONAL STRUCTURE

Up until the effective date of this Agreement, the 911 center in Middleton, located in a building on the

property of the Essex County Sheriff, consisted of the Essex Regional Emergency Communications Center ("Essex RECC") and Essex Wireless 911 Center, both under the supervision and control of the Essex County Sheriff. Upon the effective date of this Agreement and thereafter, the entire facility shall be known as the North Shore 911 Center, which will consist of the North Shore Regional Emergency Communications Center ("North Shore RECC") and the North Shore Wireless 911 Center, both under the supervision and control of the State 911 Department.

The employees of the North Shore 911 Center shall be State 911 Department employees. The State 911 Department shall have the sole responsibility and authority to oversee, direct, manage, and supervise the operations of the North Shore 911 Center, and to hire, set the compensation for, supervise, discipline and terminate all North Shore 911 Center personnel. The State 911 Department will consult with Executive Advisory Board before hiring the Director of the North Shore 911 Center. Within the State 911 Department organization, the employees of the North Shore 911 Center will be in a division known as "State 911 Department PSAP Operations Division-North Shore".

3. APPLICABILITY

This Agreement shall apply only to the administration and operation of the North Shore RECC.

4. FINANCIAL RESPONSIBILITY

Upon the effective date of this Agreement, those Members of the Essex RECC who have executed this Agreement shall become Members of the North Shore RECC. Such Members shall bear no financial responsibility to support the administration and operation of the North Shore RECC during the term of this Agreement.

5. ADVISORY BOARDS

Three Advisory Boards shall advise the State 911 Department on matters pertaining to the operation of the North Shore RECC.

A. The Fire Advisory Board shall consist of the fire chiefs from each Member community. The Board shall elect a Chair. A quorum shall consist of at least 50 percent of the Members.

B. The Police Advisory Board shall consist of the police chiefs from each Member community. The Board shall elect a Chair. A quorum shall consist of at least 50 percent of the Members.

C. The Police and Fire Advisory Boards shall each meet at least semi-annually, but more frequently as necessary, and each shall advise the State 911 Department on operating policies and procedures for

the operation of the North Shore RECC. Such Advisory Boards also shall meet together, as necessary. All such Advisory Board meetings shall be conducted in accordance with the requirements of the Commonwealth's Open Meeting Law.

D. The Executive Advisory Board shall be comprised of the Mayor, Town Manager, or Town Administrator of the Members, and the Chair of each of the aforementioned two (2) Advisory Boards - Police and Fire Advisory Boards. The Executive Advisory Board shall elect a Chair. The Executive Advisory Board shall meet quarterly, but more frequently as may be necessary, to advise the State 911 Department on the administration, budget, and operation of the North Shore RECC. All Executive Advisory Board meetings shall be conducted in accordance with the requirements of the Commonwealth's Open Meeting Law. A quorum shall consist of at least fifty (50) percent of the Members.

E. Representatives shall serve at the pleasure of their respective appointing authorities until they resign or a successor is appointed.

6. NORTH SHORE RECC SERVICES

The North Shore RECC shall provide core services for Members as listed on Attachment A. To improve efficiencies and situational awareness and reduce errors, monitoring shared Member radio frequencies is listed as a core service

on Attachment A. The North Shore RECC shall transition to a shared radio frequency system as soon as practical.

7. RECORDS AND REPORTS

The State 911 Department shall ensure the creation and maintenance of all records and reports pertinent to the business of the North Shore RECC. All records shall be maintained in accordance with the requirements of the Commonwealth's Public Records Law.

8. ADMISSION OF ADDITIONAL MEMBERS

The State 911 Department, after consultation with the Executive Advisory Board, shall determine, in its sole discretion, whether to admit additional Members to the North Shore RECC, and the terms and conditions of such admittance.

9. WITHDRAWAL

Any Member may withdraw from this Agreement after seven (7) years following its date of execution by providing three (3) years written notice.

10. FISCAL YEAR

The fiscal year of the RECC shall begin on July 1st and end on the following June 30th.

11. AMMENDMENT OF AGREEMENT

The Members may propose amendments to this Agreement by approval by two thirds (2/3) vote of the Executive Advisory Board. Any such amendments are subject to the review and approval of the State 911 Department.

12. DISSOLUTION

This Agreement shall dissolve upon the expiration of its term.

13. SEVERABILITY

If any term or condition of this Agreement or any application thereof shall to be any extend be held invalid, illegal or unenforceable by the court of competent jurisdiction, the validity, legality and enforceability of the remaining terms and conditions of this Agreement shall not be deemed affected thereby unless one or more parties would be substantially or materially prejudiced.

14. GOVERNING LAW

This Agreement shall be governed by, construed and enforced in accordance with the laws of the Commonwealth of Massachusetts and the parties hereto submit to the jurisdiction of any of its appropriate courts for the adjudication of disputes arising out of this Agreement.

15. ENTIRE AGREEMENT

This Agreement, including all documents incorporated herein by reference, constitutes the entire integrated agreement between the parties with respect to the matters described. This Agreement supersedes all prior agreements, negotiations and representations, either written or oral, and it shall not be modified or amended except by a written document executed by the parties hereto.

THIS AGREEMENT is made by and between the State 911 and the Governmental Units Signatory hereto, each duly authorized.

INTERMUNICIPAL AGREEMENT
FOR THE JOINT PROVISION OF PUBLIC SAFETY
COMMUNICATIONS, DISPATCH AND OPERATIONS
SERVICES

THIS AGREEMENT is entered into by and between the Commonwealth of Massachusetts Sheriff's Department of Essex County, Massachusetts (the "Sheriff") and those cities and towns, acting by and through their Mayor or Board of Selectmen (referred to hereinafter as "Chief Executive Officer") which execute this agreement hereinafter referred to collectively as the "Members"), as follows:

WHEREAS, the Members wish to develop coordinated public safety communication operations to provide improved and effective communications for emergency medical dispatch services, timely and efficient responses by police, and fire resources, and expediting timely and efficient responses by other First Responders providing emergency services on behalf of the Members; and

WHEREAS, the Sheriff is able to provide mutual aid and assistance to Members to coordinate public safety communication operations to achieve improved levels of effectiveness, efficiency, and cost control; and

WHEREAS, the Sheriff and the Members agree to develop a regional emergency communications center under the direction of the Sheriff to render emergency dispatch, communications and operations services as appropriate to their joint and respective needs; and

WHEREAS, the Sheriff and the Members are authorized to undertake this Agreement pursuant to the provisions of M.G.L. C.40, §§4A and 4D.

NOW, THEREFORE, the Sheriff and the Members, in consideration of the covenants and mutual promises contained herein, hereby agree as follows:

1. TERM

This Agreement shall take effect on the first day of the fiscal year following its execution by the Sheriff and not fewer than four (4) Members. This Agreement shall continue in effect for a period of ten (10) years from such date or until the number of Members hereto becomes fewer than five (5).

2. NAME

The Sheriff and the Members hereby agree, for the purpose of providing the services as described herein, to the creation of an entity to be known as the "Essex Regional Emergency Communications Center" (the "RECC").

3. GOVERNING ADVISORY BOARDS

The RECC shall be overseen by three Governing Advisory Boards as described below, with the Sheriff serving as an ex officio non-voting representative on each of the three boards:

- A. The Fire Advisory Board shall consist of the fire chiefs from each Member community.
- B. The Police Advisory Board shall consist of the police chiefs from each Member community.
- C. The Finance Advisory Board shall consist of, for a Member with a city form of government, the Chief Executive Officer or chief financial officer, as designated by the Chief Executive Officer; and, for a Member with a town form of government, the town administrator, town manager, or chief financial officer, as designated by the Chief Executive Officer.

Representatives to each Advisory Board shall not have any financial or employment association with the Sheriff, the Sheriff's department.

Representatives shall serve at the pleasure of their respective appointing authorities until they resign or a successor is appointed.

4. GOVERNING ADVISORY BOARDS - POWERS

A. The Financial Advisory Board shall have the authority to:

- a) Approve annual and supplement budgets of the RECC,
- b) Apportion costs to the Parties as prescribed herein,
- c) Approve the annual operating and staffing plans of the RECC and changes thereto,
- d) The Finance Advisory Board shall form a sub-committee of three representatives to assist in the collective bargaining activities for RECC units at the agency level. The Sheriff as appointing authority shall have the sole duty, obligation and authority to complete the collective bargaining process with the State Office of Employee Relations and the Executive Office of Administration and Finance.

B. The Police and Fire Advisory Boards shall each promulgate uniform operating policies, procedures, rules and regulations that govern the development and operations of the RECC,

Each Advisory Board may form such committees and working groups individually and/or jointly as each deems appropriate and, by majority vote of each Advisory Board, appoint representatives thereto.

Each Advisory Board may delegate its ministerial duties, at its convenience, to the Sheriff.

5. GOVERNING ADVISORY BOARDS - MEETINGS

The Governing Advisory Boards shall meet within the first ten business days of each fiscal quarter at the site of the RECC. Special and emergency meetings may be called by the Chair of each respective Advisory Board, or by a majority of the Member representatives by written petition to the Chair.

The Chair shall cause all Member representatives to be provided with no less than forty-eight (48) hours written notice of all meetings.

All Advisory Board meetings shall be conducted in accordance with the requirements of the Commonwealth's Open Meeting Law. Public notices of Advisory Board meetings shall contain the agenda for the meeting. An Advisory Board shall take no vote pertaining to the annual plan and budget or amendments thereto, or the election or recall of an Advisory Board officer, or a veto as herein authorized of any action by the Sheriff, absent notation of such intention in the public notice.

6. GOVERNING ADVISORY BOARDS - QUORUM

A quorum of an Advisory Board shall be required to convene all meetings. A quorum of an Advisory Board shall consist of at least 50 percent of the Member representatives.

All votes of the Advisory Boards, except those declared without objection as "unanimous", shall be by roll call. All committee votes may be made by voice.

Any motion offered for action by an Advisory Board shall be deemed adopted when a majority of Member representatives present and voting votes in favor of such action, unless otherwise specified herein.

7. GOVERNING ADVISORY BOARDS - OFFICERS

Each of the three Governing Advisory Boards shall annually, at its first fiscal quarter meeting, elect a Chair, a Vice-Chair, and a Secretary/Clerk from among the Member representatives, who shall perform the duties commonly associated with those titles and as otherwise assigned by vote of the Advisory Board.

Each Member shall be entitled to cast only one (1) vote for each officer. Officers shall serve no more than three (3) consecutive years in the same office. The Sheriff may not serve as an officer.

Each Governing Advisory Board shall fill vacancies among the officers by election at its next meeting following the occurrence of the vacancy. Officers elected to serve unexpired terms shall serve until the next annual election. Any term so served that exceeds one hundred eighty (180) days within a single fiscal year shall be counted as one year of service.

Each Advisory Board may, by a simple majority vote of the Member representatives, recall any officer at any time and without cause provided the subject officer, the Members and their representatives are given written notice of the purpose of the meeting not less than ten (10) business days, not including the

day the notice is given, prior to the posting of the recall meeting notice. No other business shall be conducted at a special meeting called for the purpose of recall.

Resignations by officers shall be submitted in writing to the respective Advisory Board.

The Chair of the Board or, in the Chair's absence, the Vice Chair shall preside at all meetings of the Board. If neither the Chair nor the Vice Chair is present, the remaining Member representatives present at a meeting shall elect by majority vote a Chair pro tem to serve as chair for that particular meeting.

8. EXECUTIVE BOARD

There shall be an Executive Board comprised of the Chair of each Advisory Board.

The Executive Board shall meet monthly with the Sheriff and the Director of the RECC to review the operations of the RECC. A quorum of the Executive Committee shall consist of three Member representatives.

All Executive Board meetings shall be conducted in accordance with the requirements of the Commonwealth's Open Meeting Law.

9. FINANCIAL LIABILITY

The financial obligations of the Sheriff and the Members under this Agreement shall not commence until the "Start-Up and Operations Transfer Plan and Budget" as provided for herein has been accepted by its Chief Executive Officer, after a public hearing, and sufficient funds have been appropriated by the Sheriff and the Members as outlined said budget to meet the Party's financial obligation then due.

The financial liability of the Sheriff and the Members shall not exceed its share of initial start-up costs, as set forth in the "Start-Up and Operations Transfer Plan and Budget", and annual operating costs as apportioned herein.

10. PROVISION OF RECC SERVICES

The RECC shall provide direct services to Members and shall coordinate the services of First Responders providing emergency services on behalf of the Members.

The RECC shall not be prohibited from providing incidental indirect services to other governmental units and First Responders providing emergency services in the region, as deemed necessary by the Director to coordinate emergency response for the Members.

The RECC is not authorized to render direct and continuous services to Governmental Units that are not Members.

11. RESPONSIBILITIES OF THE SHERIFF

The Sheriff shall house the RECC, its equipment, furnishings and staff at a secure location suitable to the work of the RECC and under the control of the Sheriff.

The Sheriff shall oversee and direct the creation of the RECC as an operational entity; including all matters pertaining to its facilities, furnishings, equipment and operational policies and procedures, except as otherwise noted herein, in accordance with the provisions and requirements of the Annual Operational Plan and Budget.

All RECC staff shall be employees of the Sheriff. The Sheriff shall have sole responsibility and authority to oversee, direct, manage and supervise the operations of the RECC, and to hire, set the compensation for, supervise, discipline and terminate all RECC staff, except as herein provided.

12. RECORDS AND REPORTS

The Sheriff and the Advisory Boards shall ensure the creation and maintenance of complete records of all meetings, decisions, directives, policies, procedures, operations, financial transactions, and all other records and reports pertinent to the business of the RECC. All records shall be maintained in accordance with the requirements of the Commonwealth's Public Records Law.

Each Advisory Board shall annually prior to the close of the fiscal year submit a report summarizing its activities and actions to the Executive Board.

The Executive Board shall publish an Annual Report during the first fiscal quarter that summarizes the activities and actions of the three Advisory Boards. The report shall describe the operations and finances of the RECC during the prior fiscal year. It shall also include explanations of any changes in the Annual Operational Plan and Budget of the prior year, a description of the Annual Operational Plan and Budget for the current fiscal year accompanied by a three (3) year projection of changes to both, and a five (5) year projection of capital costs.

The Finance Advisory Board shall provide for and cause a financial audit of the RECC annually, and a management audit of RECC operations at five (5) year intervals, the first occurring during the second fiscal year after the effective date of this

agreement. The Sheriff and the Finance Advisory Board, pursuant to state procurement laws and procedure, shall select the auditing firm.

13. RECC DIRECTOR

The Sheriff shall appoint a Director of the RECC, and shall provide written notice of such appointment to the Executive Board. The Sheriff shall provide in such notice a summary of the qualifications of the subject appointee and an itemized certification that such person has cleared all requisite security and background checks pertinent to the position.

The Executive Board shall, within ten (10) business days of receipt of such notice, meet and vote to confirm by unanimous vote the appointment of the Director.

The Director shall be appointed for a three year term, and shall dedicate his full-time effort to managing the RECC and shall, subject to authority granted and duties assigned by the Sheriff, direct, manage and supervise all RECC operations and staff. The Director may be appointed for successor terms, subject to confirmation by the Executive board as provided above. The Director shall attend all meetings of the three Advisory Boards and may participate, but may not vote.

The Director shall not serve as the Sheriff's representative to the respective Advisory Boards.

The Director shall prepare and present to the Finance Advisory Board at its second fiscal quarter meeting an "Annual Operating Plan and Budget" and all proposed amendments to the plan or budget as recommended by the Sheriff. The Director shall provide the Finance Advisory Board with timely and accurate responses to

questions and requests for further information regarding the plan and budget, and regarding any other matters put forward by the Sheriff.

14. ANNUAL OPERATING PLAN AND BUDGET

The Finance Advisory Board shall present the "Annual Operating Plan and Budget" for the next fiscal year at a publicly noticed hearing concluded not less than thirty (30) days prior to its third fiscal quarter meeting of the then current fiscal year. The Annual Operating Plan and Budget shall be adopted by majority vote at the Finance Advisory Board's third fiscal quarter meeting. A copy of the "Annual Operating Plan and Budget" so adopted shall be provided to the Chief Executive Officers of the Members no later than the first Tuesday in February.

The Annual Operating Plan and Budget shall delineate all anticipated revenue and costs, including the number, classifications and compensation of RECC staff, all anticipated non-labor expenses and a list of capital expenditures. The plan and budget shall also include detailed three (3) year projections of revenues and costs, and a five (5) year projection of capital costs.

Material deviations from the plan and budget for reasons of emergencies, or otherwise, shall be reported to the Chair of the Finance Advisory Board in a timely manner and shall be noted on the public notice of the next convened meeting of the Finance Advisory Board, which shall consider the need to amend the plan and budget.

15. APPORTIONMENT OF COSTS

The Parties shall share all costs of the RECC proportionately.

Initial costs shall be apportioned among the Parties as set forth in the "Start-Up and Operations Transfer Plan and Budget" as provided herein. Initial costs apportionment shall be based on the Parties populations as reported in the most recent federal census.

The Finance Advisory Board shall apportion annual operating costs, including any ongoing debt obligations, in the Annual Operating Plan and Budget. Annual operating costs apportionment shall be based on a per capita assessment based on population as reported in the most recent federal census.

16. ASSESSMENTS

The Sheriff shall annually assess on each municipality its proportionate share of the net costs of operating the RECC in accordance with the annual budget approved by the Finance Advisory Board. The Sheriff shall certify such costs for the ensuing fiscal year to the Department of Revenue on a schedule determined by said Department, to be included in the "Cherry Sheet" itemizing state aid and assessments for each Member. For the purpose of assessing Members the net costs so assessed are defined as total operating costs plus amortized cost to capitalize plus reserve for contingencies minus Commonwealth funds, gifts and grants.

17. PAYMENT OF ASSESSMENTS

Assessments hereunder as to any Member shall be made and paid from the state aid designated for each of the Members pursuant to the Cherry Sheet in such amount as approved by the Finance Advisory Board and certified by the Sheriff to the Massachusetts Department of Revenue.

18. DEVELOPMENT, START-UP AND TRANSFER OF OPERATIONS TO THE RECC

The Finance Advisory Board shall, within one (1) year of the commencement date of this Agreement, adopt a "Start-Up and Operations Transfer Plan and Budget" for design, development, construction, equipping, staffing and operating the RECC and the orderly transfer of services, personnel, equipment, records and data from the Members to the RECC. The Start-Up Plan and Operations Transfer Plan and Budget shall be adopted in the same manner as the Annual Operating Plan and Budget as provided herein and presented to the Members for funding.

19. ADMISSION OF ADDITIONAL MEMBERS

Any city or town not a Party to this Agreement may be admitted to the RECC by a majority vote of the Finance Advisory Board upon the acceptance by the Chief Executive Officer of that city or town of the original Agreement as amended.

Upon such admission, the total of all capital costs not fully depreciated plus the total of any reserve set aside for future capital costs, shall be reapportioned to all then current Members as apportioned among the original Members.

Any new Member shall immediately assume liability for its entire share of capital and operating costs cost as determined by this Section. The Finance Advisory Board shall set the initial assessment for future added communities.

20. WITHDRAWAL

Any Member may withdraw from this Agreement after five (5) years following its date of execution by providing two (2) years written notice. Such withdrawing Member shall satisfy all obligations incurred by it or on its behalf prior to withdrawal.

The Chief Executive Officer of any Party that has presented withdrawal from the RECC to its appropriate local body for action shall immediately notify the other Members of such pending action.

21. INSURANCE

The Finance Advisory board shall budget for, and the Sheriff shall maintain, insurance coverage to cover liabilities incurred by the RECC, said policies to name each Member as an additional insured.

22. FISCAL YEAR

The fiscal year of the RECC shall begin on July 1st and end on the following June 30th.

23. AMENDMENT OF AGREEMENT

Subject to prior approval of the Board of Selectmen in a town and the Mayor in a city, the Members may adopt amendments to this Agreement by approval by two thirds (2/3) vote of the Finance

Advisory Board. Such amendments shall be binding on all Members. A Member's failure to comply with such an amendment shall be considered in default and subject to the obligations of a Member that fails to fully fund its financial obligation.

24. TRAINING, CERTIFICATION AND ACCREDITATION

The intent of training is to bring all personnel up to Association of Public Communications Officials (APCO) (or equivalent) certification prior to beginning operation of the RECC. These include (but are not limited to) APCO Telecommunicator, APCO Fire Dispatch, APCO Police Dispatch, APCO Emergency Medical Dispatch, first aid, CPR/AED and APCO Supervisor (where appropriate), along with any state mandated certifications.

In the organizational stage, all policies and procedures will be created with an eye toward compliance with Commission of Accreditation for Law Enforcement Association (CALEA) standards. This will allow the RECC to apply for CALEA accreditation within a short period of time after it is on line. Receiving this recognition will allow for a reduction in insurance rates and will lessen the opportunity for frivolous law suits to be filed against the center. This recognition will also increase dramatically the stature the center will have among its peers nationwide.

25. DISSOLUTION

This Agreement shall dissolve upon the expiration of its term or upon the sum of members hereto numbering less than five (5); provided, however, that remaining Members may, by agreement among themselves and the Sheriff, extend this Agreement in accordance

with the provisions of G.L. c. 40, § 4A or any other enabling legislation. All Members at the time of dissolution shall retire all financial obligations of the RECC as if withdrawing.

26. SEVERABILITY

If any term or condition of this Agreement or any application thereof shall to any extent be held invalid, illegal or unenforceable by the court of competent jurisdiction, the validity, legality, and enforceability of the remaining terms and conditions of this Agreement shall not be deemed affected thereby unless one or more parties would be substantially or materially prejudiced.

27. GOVERNING LAW


This Agreement shall be governed by, construed and enforced in accordance with the laws of the Commonwealth of Massachusetts and the parties hereto submit to the jurisdiction of any of its appropriate courts for the adjudication of disputes arising out of this Agreement.

28. ENTIRE AGREEMENT

This Agreement, including all documents incorporated herein by reference, constitutes the entire integrated agreement between the parties with respect to the matters described. This Agreement supersedes all prior agreements, negotiations and representations, either written or oral, and it shall not be modified or amended except by a written document executed by the parties hereto.

THIS AGREEMENT is made by and between the Sheriff and the
Governmental Units signatory hereto, each duly authorized.

For the Essex County Sheriff's Department:

X 

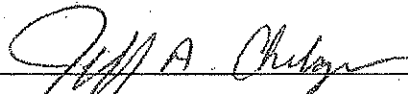
Name: Frank G. Cousins Jr.

Title: Sheriff

Date: 9/1/2010

As
Adopted
by: _____

For the City/Town of Wenham:

X 

Name: JEFF A. Chelgren

Title: WENHAM TOWN Administrator

Date: August 23, 2010

As
Adopted
by: _____
Vote of the Wenham Board of
Selectmen at their August 17, 2010
meeting and as authorized by vote
of the May 2, 2009 Annual Town
Meeting (Article #10).

BOARD OF SELECTMEN MEETING

March 26, 2019

NEW BUSINESS

D.

**Review and Potential Approval of FY20-22
Collective Bargaining Agreements Between
Town and Police Benevolent Association of
Wenham**

BOARD OF SELECTMEN MEETING

March 26, 2019

NEW BUSINESS

E.

**Update on Status of First Church Community
Preservation Act Grant Agreement**

(10 Minutes)

- Proposed Community Preservation Act Agreement between the Town of Wenham and First Church in Wenham
- Email regarding Proposed Draft Agreement from William Weihs, January 17, 2019

WENHAM, MASSACHUSETTS

COMMUNITY PRESERVATION ACT

GRANT AGREEMENT WITH FIRST CHURCH OF WENHAM

This Grant Agreement (this "Agreement") is entered into on this ____ day of _____, 2019, by and between the **Town of Wenham** (the "Town"), a Massachusetts municipal corporation, acting by and through the Board of Selectmen, having its usual place of business at Wenham Town Hall, 138 Main Street, Wenham, MA 01984, and **First Church of Wenham** ("Grantee"), having an address of 137 Main Street, Wenham, MA 01984.

WITNESSETH:

WHEREAS, Grantee is the owner of certain property located at 137 Main Street, Wenham, and shown on Assessors Map 19 as Parcel 28 (the "Property"), which Property is improved by a historic church building (the "Building") with a clock tower; and

WHEREAS, the Wenham Community Preservation Committee (the "CPC") invited submission of proposals for grants of funds for purposes consistent with the Community Preservation Act, G.L. c. 44B (the "Act");

WHEREAS, Grantee submitted to the CPC an application for funds under Act, a copy of which is attached hereto as Exhibit A and incorporated herein, including the amount of \$14,100.00 (the "Proposal") for the purpose of repairing and repainting the face and hands of the Town-owned clock (the "Town Clock") located on the clock tower (the "Project"); and

WHEREAS, the CPC reviewed and approved the Proposal and recommended that Town Meeting appropriate the funds therein requested for the purposes of undertaking the Project; and

WHEREAS, Town Meeting thereafter appropriated \$14,100.00 by vote under Article 10(2) of the April 2, 2016 Annual Town Meeting to fund the Project, a copy of which vote is attached hereto as Exhibit B; and

WHEREAS, in 1867, the residents of Wenham procured a Town Clock that was installed in the Grantee's belfry and operated for the next 63 years before needing to be replaced; and

WHEREAS, in 1930, the Trustees of the Grantee voted to permit the Town to install the current Town Clock in the Grantee's belfry and to make certain necessary alterations to ensure the integrity of the structure that would house the Town Clock and related weights; and

WHEREAS, the Town has maintained and operated the Town Clock in good condition and repair since its original installation, and accepts responsibility for continuing such maintenance and operation; and

WHEREAS, the Town will provide all necessary insurance coverage for the Town Clock;

and

WHEREAS, the Town Clock is an important historical asset owned by the Town, and the use of the Funds granted under the CPA to maintain this publicly-owned historic resource serves a public interest;

NOW THEREFORE, the Town and Grantee wish to set forth in this Grant Agreement the terms and conditions of the Grant, and hereby agree as follows:

Agreement

1. Recitals. The recitals above are true and accurate and are incorporated herein by reference.
2. Funding. As recommended by the CPC under Article 10(2) of the April 2, 2016 Town Meeting, and as appropriated by said Town Meeting, the Town agrees to grant Grantee up to the sum of \$14,100.00 (the "Funds" or the "Grant Amount") on the condition that Grantee ~~shall has~~ used the Funds only for the purposes of the Project, as set forth more particularly in the Proposal and in accordance with the terms of this Agreement.
3. Conditions. The award of the Grant Funds to Grantee is conditioned upon the following conditions:
 - ~~(a) Grantee shall have performed the Work in accordance with "The Secretary of the Interior's Standards for the Treatment of Historic Properties" (36 CFR 67 and 68), as these may be amended from time to time (the "Secretary's Standards");~~
 - ~~(b) The parties acknowledge that the Town Clock is an important historical asset owned by the Town, and the use of the Funds granted under the CPA to maintain this publicly-owned historic resource serves a public interest;~~
 - ~~(e)(a)~~ (a) Grantee agrees to provide suitable access to the Town in order to maintain and operate the Town Clock;
 - ~~(d)(b)~~ (b) Grantee agrees to display the Town Clock in the clock tower of the Building at all times, except when the Town Clock is under repair. Grantee shall ensure that the face of the Town Clock remains visible and is not obstructed by foliage or by other means; and
 - ~~(e)(c)~~ (c) Grantee shall repair any damage to the Town Clock, including, without limitation, any damage that may be caused by the telecommunications equipment located in the clock tower.
4. Payment; Inspections. The Town shall disburse amounts to the Grantee for the cost of performing the Work, which shall be evidenced by invoices documenting work done and funds expended. The entire cost of performing the Work in excess of the Grant Amount shall be paid by Grantee.
5. Record-Keeping. Grantee agrees to keep, for a period of six (6) years after the Project is completed, such records with respect to the utilization of the Funds as are kept in the normal

course of business and such additional records as may be required by the Town. During normal business hours and as often as the Town may deem necessary, the Town shall have full and free access to such records and may examine and copy such records.

~~6. Default; Termination. In the event Grantee fails to fulfill any of its obligations under this Agreement and such failure is not cured within thirty (30) days after the Town has given written notice to Grantee specifying such failure, the Town shall have the right, in its sole discretion, to terminate this Agreement upon written notice to Grantee. Upon receipt of said termination notice, Grantee shall cease to incur additional expenses in connection with this Agreement, and the Town shall be free to pursue any available rights or remedies, including without limitation, to recapture of Funds. Upon the expiration or earlier termination of this Agreement, all rights and obligations of the parties hereunder shall expire and be of no further force and effect, except that the provisions of Sections 6 through 9 shall survive said expiration or earlier termination. In the event the Town is required to take legal action under this Agreement for enforcement or otherwise and prevails in such action or Grantee acknowledges that a violation has occurred, Grantee shall be liable for all of the Town's costs expended for the enforcement of this Grant Agreement, including but not limited to reasonable attorney's fees and court costs.~~

~~7. Return of Funds. In the event Grantee fails to fulfill any of its obligations under this Agreement and this Agreement is terminated pursuant to Section 6, any funds paid to Grantee under this Agreement and not yet expended shall be returned forthwith to the Town without further expenditure thereof. If Grantee fails to fulfill its obligations under the terms of this Agreement as a result of negligent or intentional acts or omissions of Grantee, Grantee shall be liable to repay to the Town the entire amount of the Grant Amount provided under this Agreement, and the Town may take such steps as it deems advisable, including legal action, to recover such funds. Any funds so returned or recovered shall be placed in the Town Community Preservation Fund.~~

~~8.~~ 6. Liability of the Town. The Town's obligation hereunder shall be to make the payment specified in Section 2 of this Agreement, provided that Grantee complies with the terms hereof, including the conditions set forth in Section 3. The Town shall be under further obligation to maintain and operate the Town Clock and to provide suitable insurance coverage for such. Nothing in this Agreement shall be construed to render the Town liable for any other obligation under this Agreement or to render any elected or appointed official or employee of the Town, or their successors in office, personally liable for any obligation under this Agreement.

~~9.~~ 7. Indemnification. Grantee shall indemnify, defend, and hold the Town and its departments, officers, employees, representatives and agents harmless from and against any and all claims, demands, liabilities, actions, causes of actions, costs and expenses, including attorney's fees, of any nature whatsoever arising as a result of (a) any injury to person or property resulting from the Work, (b) the quality of the Work, (c) Grantee's performance of the Work or the negligence or misconduct of Grantee or Grantee's agents, employees, contractors and invitees, (d) the failure of any contractor hired by Grantee to perform the Work or any other act or omission of any such contractor, and (e) any and all claims for the payment by the Town of any amount in excess of the Grant Amount.

~~10.8.~~ Independent Status. Grantee acknowledges and agrees that it is acting in a capacity independent of the Town, and shall not be considered an employee or agent of the Town for any purpose.

~~11.9.~~ Compliance with Laws. Grantee shall comply with all federal, state and local laws, rules, regulations and orders applicable to the Work performed pursuant to this Agreement. Grantee and Grantee's contractors shall indemnify and hold the Town harmless for and against any and all fines, penalties or monetary liabilities incurred by the Town as a result of the failure of Grantee to comply with the previous sentence.

~~12.10.~~ Representations and Warranties. Grantee hereby represents and warrants that this Agreement constitutes a valid and binding agreement of Grantee.

~~13.11.~~ Notice. Any and all notices, or other communications required or permitted under this Agreement, shall be in writing and delivered by hand or mailed postage prepaid, return receipt requested, by registered or certified mail or by other reputable delivery service, to the parties at the addresses set forth on page 1 or furnished from time to time in writing hereafter by one party to the other party. Any such notice or correspondence shall be deemed given when so delivered by hand, if so mailed, when deposited with the U.S. Postal Service or, if sent by private overnight or other delivery service, when deposited with such delivery service.

~~14.12.~~ Severability. If any term or condition of this Agreement or any application thereof shall to any extent be held invalid, illegal or unenforceable by a court of competent jurisdiction, the validity, legality, and enforceability of the remaining terms and conditions of this Agreement shall not be deemed affected thereby unless one or both parties would be substantially or materially prejudiced.

~~15.13.~~ Governing Law. This Agreement shall be governed by, construed and enforced in accordance with the laws of the Commonwealth of Massachusetts and Grantee submits to the jurisdiction of any of its appropriate courts for the adjudication of disputes arising out of this Agreement.

Exhibits:

Exhibit A: Proposal

Exhibit B: Town Meeting Vote

IN WITNESS WHEREOF, the parties hereto have set their hands and seals as of the day and year first above written.

GRANTEE:

First Church of Wenham

TOWN OF WENHAM,

By its Board of Selectmen

By: _____

Name:

Title:

By: _____

Name:

Title:

651382/WENH/0129

EXHIBIT A

PROPOSAL

EXHIBIT B

TOWN MEETING VOTE

Peter Lombardi

From: William Weihs <williamweihs@gmail.com>
Sent: Thursday, January 17, 2019 11:47 AM
To: Peter Lombardi
Cc: Peter Twining
Subject: Fwd: Revised Email

Hello Peter,

My apologies for our delay in responding to the Town of Wenham's proposed draft for CPA funding for the resurfacing, repainting and gold leafing of the Town Clock faces. As you will see from the comments below, we felt at this time we needed to step back from editing the draft document, given we found the condition for payment inconsistent with the facts and largely out of place given the completion of the Town's clock refurbishment over two years ago.

Given these inconsistencies, we would like to suggest meeting with you along with myself and First Church in Wenham's counsel, Peter Twining for a discussion. Of course we're receptive to any other alternative, as we are anxious to be reimbursed for work completed over two years ago.

Kind regards,
Bill Weihs
Trustees Chairperson, First Church in Wenham
(978) 998-5153 (M)

----- Forwarded message -----

From: PETER-TWINING PETER-TWINING <petertwining@comcast.net>
Date: Thu, Jan 17, 2019 at 10:51 AM
Subject: Revised Email
To: <williamweihs@gmail.com>
Cc: Mike Duda <rev.fcw@verizon.net>

Hi, Bill, as you requested I have reviewed the recently received copy of the Grant Agreement. I am appreciative of this document now being available but unclear why its terms appear to be so inconsistent with the facts of this project, at least as I know them. Let me briefly outline the facts just in case I have them wrong.

This document is intended to provide payment from the town to the church for the refurbishing of the Wenham town clock. The town owns the clock and the clock is located in the steeple of First Church and has been for many decades. As I understand it, this work entailed resurfacing and repainting the clock face and re-gold-leafing the hands and numerals. With the town's consent, the church undertook the project on behalf of the town. The project was completed about as much as two years ago. The project cost the church \$14,350.

I further understand that the town has agreed to reimburse the church \$14,100 for the project and this document is provided for that purpose. The document is also intended to memorialize the hitherto undocumented arrangements for the use of the church steeple for the clock location and to set forth the town's obligations maintain and insure the clock. I hope that I have all of this about right.

As to the draft document, the conditions for payment seem unrelated to these facts. To my understanding the clock refurbishment was not performed under federal standards and in fact these standards do not apply to this project since the church is not a federally registered historic building and in fact the regulations of the Wenham Historic Commission make clear that no review of the clock project was required by them. Looking further at the conditions, I note that the church is asked to join the town in acknowledging that the clock is an "important historic asset." I think that this is their's to determine. The remaining conditions need to be discussed. The church is agreeable to confirming the continuing display of the clock in the steeple and to protect the clock from damage by the cell equipment in the belfry. But the town needs to acknowledge its obligation to maintain the clock in good repair and function and to insure it.

The rest of the document seems largely out of place given the completion of the refurbishment two years ago. If the town wants to review invoices they need to do it now and to make copies as they wish for their retention. The indemnification is also unnecessary since the work is completed and the town can and should inspect the work now to be sure that they are satisfied with it. I assume that they have already done that.

Peter P. Twining

11 Blynman Circle

Manchester, MA 01944

petertwining@comcast.net
508-843-2464

BOARD OF SELECTMEN MEETING

March 26, 2019

NEW BUSINESS

F.

Update on Status of Request for Qualifications for Town Administrator Executive Search Consultants

(5 Minutes)

- Request for Qualifications, Executive Search Consultant for the Town of Wenham, Town Administrator, March 13, 2019
- Scope of Work for the Town of Wenham, Town Administrator Recruitment, Edward J. Collins, Jr. Center for Public Management, March 21, 2019
- Proposal, Executive Search Services, Wenham Town Administrator, Community Paradigm Associates, LLC, March 17, 2019
- Response to RFQ, Town of Wenham, MA, Executive Search Consultant for Town Administrator, Municipal Resources, Inc., March 2019

REQUEST FOR QUALIFICATIONS

EXECUTIVE SEARCH CONSULTANT

For the Town of Wenham

Town Administrator

March 13, 2019

Response Due Date: March 22, 2019 at 9:00 a.m.

TABLE OF CONTENTS

PROJECT DESCRIPTION, ABOUT THE POSITION, & SCHEDULE AND TIMELINE	3
SUBMISSION DEADLINE AND INSTRUCTIONS	3-4
INSURANCE AND INDEMNIFICATION	4-5
QUESTIONS, ADDENDUM, OR PROPOSAL MODIFICATION	5-6
SCOPE OF WORK	6-7
FEE	7
MINIMUM REQUIREMENTS/QUALIFICATIONS	7
EVALUATION OF PROPOSALS AND CONSULTANT SELECTION	7-8
FORMS	
Tax Compliance Certification	9
Certificate of Corporate Authority	10
Certificate of Non-Collusion	11
Signature Page	12

PROJECT DESCRIPTION

The Town of Wenham Board of Selectmen is seeking qualifications from Executive Search Consultants to work with the Board and the Town in the recruitment and selection of an exceptional candidate for the position of Town Administrator.

ABOUT THE POSITION

See Attachment 1 – Town Administrator Job Description

SCHEDULE AND TIME LINE

After conducting interviews of potential Executive Search Consultants who have submitted a Proposal, the Board of Selectmen expects to select an Executive Search Consultant on March 28, 2019 and prefers that this Project result in the selection of a new Town Administrator within twelve (12) weeks after the Executive Search Consultant is engaged by the Town.

SUBMISSION DEADLINE AND INSTRUCTIONS

Sealed Proposals must be received and registered by the Chief Procurement Officer, Wenham Town Hall, 138 Main Street, Wenham, MA 01984 by March 22nd, 2019 at 9:00 a.m., at which time and place they shall be publicly opened. Proposals MUST include one (1) original and three (3) copies. No proposals will be accepted after the time and date noted. Wenham Town Hall is open to receive proposals from 9:00 a.m. – 4:30 p.m. Monday, Wednesday, and Thursday, from 9:00 a.m. – 7:00 p.m. on Tuesday, and from 9:00 a.m. – 1:00 p.m. on Friday.

Request For Qualification documents may be obtained from the Chief Procurement Officer by emailing Peter Lombardi, Town Administrator, at plombardi@wenhamma.gov.

Proposals are to be sealed and properly identified on the outer envelope as Proposal for Executive Search Consultant with the applicant's name and address and delivered to:

Peter Lombardi
138 Main Street
Wenham, MA 01984
978-468-5520 x. 2

The following information is specifically required to be included in the Proposal submission:

1. Name and address of applicant, telephone number, and e-mail address;
2. Brief résumé of principals and of the staff to be assigned to the Project;
3. List of successfully completed projects that would best illustrate qualifications for the Project;
4. Five (5) references for projects of a similar or larger scope, with contact name, title, and telephone number who can speak to the quality of services provided for similar Town Administrator recruitment processes;
5. Names and qualifications of any outside vendors that may be used for the Project;
6. Statement of the scope and type of services proposed for the Project. Based on the guidelines and information in this RFQ, the applicant should describe the process and methodology to be used in the completion of services with specific reference to examples of similar projects in which this methodology has been used.
7. Statement of any legal or administrative proceedings, pending or concluded adversely, to the applicant within the past five (5) years which relate to the applicant's performance of this type of work.
8. Appropriate certifications of insurance.
9. Provide samples of work, such as reports, a sample position profile, evaluation forms, and other decision-making tools.
10. A current firm brochure may be submitted with the proposal.
11. Completion of the forms located at the end of this RFQ package.

Applicants must also execute, as required by law, and include in the sealed submission, the Certificate of Non-Collusion, the Certificate of Corporate Authority, and the Certificate of Tax Compliance, copies of which are attached.

INSURANCE AND IDEMNIFICATION

The selected firm shall obtain and maintain, at its own expense, general liability and motor vehicle liability insurance policies protecting the Town of Wenham in connection with any operations included in the contract, and shall have the Town of Wenham listed as additionally insured on the policies. General coverage shall be in the amount of \$1,000,000 per occurrence and \$2,000,000 aggregate for

bodily injury and property damage liability. Workers' compensation insurance, in accordance with the requirements of Massachusetts law, will also be required, if applicable.

Indemnification: The successful applicant shall agree to indemnify and hold harmless the Town of Wenham and its officers, boards and employees, and the Board of Selectmen, from and against all claims, causes of action, suits, damages, and liability of any kind which arise out of the negligence or willful misconduct of the successful applicant or its officers, employees, agents, and representatives regarding the services performed.

Proposals must be signed as follows:

1. If the proposer is an individual, by her/him personally.
2. If the proposer is a partnership, by the name of the partnership, followed by the signature of each general partner.
3. If the proposer is a corporation, by the authorized officer, whose signature must be attested to by the Clerk/Secretary of the corporation and corporate seal affixed.

QUESTIONS, ADDENDUM, OR PROPOSAL MODIFICATION

Questions concerning this request must be submitted in writing to the Chief Procurement Officer. All inquiries received two (2) or more days prior to the opening will be considered. Questions may be delivered, mailed, or emailed. Written responses will be emailed to all applicants on record as having received the RFQ.

If any changes are made to the RFQ, an addendum will be issued. Addenda will be emailed to all applicants on record as having received the RFQ.

All proposals submitted in response to this RFQ shall remain firm for ninety (90) days following the proposal opening. It is the Town's intent to award the contract within thirty (30) days after the proposal opening. The time for award may be extended for up to forty-five (45) additional days by mutual agreement between the Board of Selectmen and the selected Consultant.

After the opening of proposals, an applicant may not change any provision of the proposal in a manner prejudicial to the interests of the Town of Wenham or fair competition. Minor informalities may be waived or the applicant may be allowed to correct them.

The contract and its award process resulting from this Request for Qualifications (RFQ) are not subject to the Uniform Procurement Act pursuant to the M.G.L. c. 30B or the Designer Selection Law, Chapter 7C.

Issuance of this RFQ does not signify the Town's submission of this service to the provisions of the Act, and the contract and award will be made at the Town's discretion. If it becomes necessary to revise any part of this RFQ or otherwise provide additional information, an addendum will be issued to all prospective proposers who received copies of the original request. Award of a contract resulting from this RFQ shall be in strict accordance with the requirements of this document.

SCOPE OF WORK

The consultant shall:

1. Meet with the Board of Selectmen and Screening Committee as frequently and for such time as may be necessary to carry out his or her work;
2. Prepare, in consultation with the Board of Selectmen, a plan for the search, recruitment and selection of a qualified candidate for the position of Town Administrator;
3. Review the Town Administrator job description;
4. Work with Board of Selectmen to develop a profile of the Town and the desired candidate, taking into consideration the qualities and attributes that the next Town Administrator should possess;
5. Develop a plan to advertise the position and prepare advertisements for publication;
6. Utilize the consultant's network of local government professionals to actively recruit municipal managers that match the established candidate profile;
7. Prepare a recruitment report of potential candidates from the submitted applications with possible recommendations of candidates for preliminary review;
8. Assist the Screening Committee in reviewing applications;
9. Assist the Screening Committee in vetting and interviewing candidates, including development of questions, essays, and scenarios, as applicable;
10. Assist the Select Board in preparing for interviews in executive session and in open session under the Massachusetts Open Meeting law;
11. Conduct a full comprehensive background investigation of either the finalists or the selected candidate, at the Board of Selectmen's direction;
12. Assist in negotiating and drafting of employment agreement and terms and conditions with the selected candidate;

13. Make every effort to successfully complete the requirements of this Contract within twelve (12) weeks from the date of the signed contract;
14. Conduct other related tasks as may be requested by the Board of Selectmen.

FEE

The fee for this Project should be included as part of the qualifications response, and may be negotiated **upon selection and an agreed upon workplan**. The fee will include all expenses, direct and indirect, for this project. All proposals shall belong to the Town of Wenham. The successful applicant shall agree to comply with all applicable federal, state, and local laws in its performance of its contract with the Town of Wenham.

MINIMUM REQUIREMENTS/QUALIFICATIONS

Each proposal shall meet all of the following criteria in order to be considered further:

1. Consultants shall have been in the business of providing municipal executive recruiting for a minimum of three (3) years.
2. Consultants shall have successfully completed a similar process for at least five (5) comparable municipalities in the past three (3) years.
3. Consultants shall have at least two (2) qualified persons available to work on this project who will be able to start work on the project within ten (10) days of the award of the contract, and be able to work continuously to complete the project at the earliest possible date consistent with professional performance.

EVALUATION OF PROPOSALS AND CONSULTANT SELECTION

Proposals shall be evaluated based on responsiveness to the criteria as well as the terms and conditions contained in the RFQ and its attachments. Any proposal not meeting the Minimum Evaluation Criteria of this RFQ will be disqualified without further evaluation. The Board may determine that the Consultant's inability to meet the Minimum Evaluation Criteria is due to minor informalities, which are defined as minor deviations, insignificant mistakes, and matters of form rather than substance, and can be clarified, as provided above. In such cases, the Board of Selectmen may allow the Consultant to make minor corrections, except to cost items, and may apply the change to their Proposal.

Taking into consideration the Proposals, related fees, and results of the interview process, the Board of Selectmen will make a decision regarding selection of the Consultant with whom it wishes to enter into contract negotiations. The Board of Selectmen reserves the right to award the Project to a Consultant who has not provided the lowest price proposal. The Wenham Board of Selectmen reserves the right to accept any proposal in whole, and to reject any and all proposals if it shall be deemed in the best interests of the Town of Wenham to do so.

Upon the acceptance of a Consultant's proposal, the Town will prepare and submit an Agreement to the successful Consultant for signing. Incorporated by reference into the Agreement that is to be entered into by the Town and the successful Consultant pursuant to this RFQ will be (a) all of the information presented in or with this RFQ and the Consultant's response thereto, and (b) all relevant written communications between the Town and the successful Consultant whose proposal is accepted.

TAX COMPLIANCE CERTIFICATION

Pursuant to M.G.L. c.62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, the below named business is in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

(Date)

(Signature of individual submitting bid or proposal)

(Printed name of person signing bid or proposal)

(Name of business)

(Business address)

(Business phone number)

MUST BE RETURNED SIGNED WITH THE SEALED PROPOSAL PACKET

CERTIFICATE OF CORPORATE AUTHORITY

The principal, officer or person to sign below pledges under penalties of perjury, that he or she has been designated by the owner(s) or the Board of Directors of the below named firm as an authorized representative.

(Date) (Signature of individual submitting bid or proposal)

(Printed name and title of person signing bid or proposal)

(Name of business)

(Business address)

(Business phone number)

MUST BE RETURNED SIGNED WITH THE SEALED PROPOSAL PACKET

NON-COLLUSION STATEMENT

CONTRACTOR'S CERTIFICATION IN BID/PROPOSAL TO BE ATTACHED TO CONTRACT

Any person submitting a Bid or Proposal for the procurement or disposal of supplies and services to any governmental body shall certify in writing, on the Bid or Proposal, as follows:

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

(Date) (Signature of person signing bid or proposal)

(Printed name of person signing bid or proposal)

(Title)

(Name of Business)

(Business address)

(Business Phone Number)

MUST BE RETURNED SIGNED WITH THE SEALED PROPOSAL PACKET

SIGNATURE PAGE

The applicant hereby certifies that:

1. The applicant has not given, offered, or agreed to give any gift, contribution, or offer of employment as an inducement for, or in connection with, the award of contract for these services.
2. No consultant to, or subcontractor for the applicant has given, offered, or agreed to give any gift, contribution or offer of employment to the applicant, or to any other person, corporation, or entity as an inducement for, or in connection with, the award to the consultant or subcontractor of a contract by the applicant.
3. That no person, corporation, or, other entity other than a bona fide full-time employee of the applicant has been retained or hired to solicit for, or in any way assist the applicant in obtaining the contract for services upon an agreement or understanding that such person, corporation, or entity be paid a fee or other compensation contingent upon the award of the contract to the applicant.

I hereby attest with full knowledge of the penalties for perjury, as in accordance with Massachusetts G.L. C.7, S.38E that all information provided in this application for services is correct.

Firm

Signee (written)

Signee (typed/printed)

Title

Date

MUST BE RETURNED SIGNED WITH THE SEALED PROPOSAL PACKET

ATTACHMENT 1

Town Administrator Job Description (as amended BOS 12.31.14)

1. General Powers and Duties

The Town Administrator, under the direction of the Board of Selectmen, is responsible for the administration of all town functions and activities for which the office of Town Administrator is given responsibility. The Town Administrator is responsible for the efficient administration of all departments and employees under the jurisdiction of the Board of Selectmen.

The Town Administrator implements policies established by the Selectmen in accordance with the strategic direction they set forth. The Town Administrator manages the day-to-day operations of the Town in accordance with these policies and strategies. To do so, the Town Administrator maintains close contact with the Chair of the Board of Selectmen, keeps the Board of Selectmen advised of his/her activities and decisions, and makes recommendations regarding town operations as well as any developing concerns.

The Town Administrator provides leadership and direction in the development of short-range and long-range plans, provides professional advice to the Board of Selectmen and department heads, keeps the Board of Selectmen fully advised regarding all departmental operations, the availability of federal funds, grants, fiscal affairs, problems, administrative actions, and the long-range needs of the Town and gathers, interprets and prepares reports and recommendations for the Board of Selectmen and/or the Town at large including elected and appointed boards and committees.

The Town Administrator is the primary interface for the Town with neighboring towns, public and private sector organizations, and the Commonwealth.

The Town Administrator is subject to annual review by the Board of Selectmen.

2. Qualifications

2.1 Education and Experience

Qualifications for appointment include:

- Master's degree from an accredited institution of higher education in public or business administration or a related field of study
- At least five years of related professional municipal experience
- Expertise in the operation and organization of municipal government.

The Board of Selectmen may waive any or all educational or professional requirements should the Board of Selectmen determine that doing so would be in the best interests of the Town.

Job Description: Town Administrator (as amended BOS 12.31.14)

2.2 Specific Skills/Knowledge

The Town Administrator must have the following skills and knowledge:

- In-depth knowledge of MA municipal law as it affects Towns
- In-depth knowledge of Town management functions including goal setting, planning, and staffing
- Project management
- Familiarity with computer applications including MS Word, MS Excel, and municipal applications.
- Communication skills, both oral and written
- Collaborative approach to problem solving

2.3 Residency

There is no residency requirement for the Town Administrator.

3. Appointments

The Town Administrator:

- works collaboratively with the Board of Selectmen in the appointment of the police chief, fire chief, finance director, and treasurer/collector. Appointment and removal of these positions are subject to the approval of the Board of Selectman,
- appoints, supervises, and in appropriate circumstances, removes, subject to any applicable collective bargaining agreement and confirmation by the Board of Selectmen, all officers and employees of the town for whom no other method of selection is provided. The Town Administrator does not have the power to appoint or remove employees of the school department. The Town Administrator is required to consult with the appropriate department head or elected board prior to hiring an employee who serves primarily for that department.

The Town Administrator's appointment authority does not extend to non-employees appointed to committees or other positions by the Board of Selectmen or to the Town Moderator.

All appointments the Town Administrator is authorized to make shall be in compliance with applicable statutes and with the Town's Personnel Handbook.

Directly, or through departmental heads, the Town Administrator supervises and provides for recruitment and training of Town employees.

Job Description: Town Administrator

(as amended BOS 12.31.14)

4. Supervisory Responsibilities

The Town Administrator:

- Supervises and directs with respect to operations all employees in a manner consistent with the general policies adopted by the Board of Selectmen applicable to all departments and with the town's personnel bylaws, policies, procedures, rules and regulations.
- Development objectives and employment incentives for department heads, maintain close contact with their activities and department operations, evaluate their performance and makes recommendations as to their compensation and their scope of duties.
- Administers the Board of Selectmen's office by receiving and making appropriate disposition of all correspondence and communications, anticipates the needs of the Board of Selectmen for information and background material for setting policy and making decisions.
- Conducts regular staff meetings and reviews program goals and objectives with department heads; evaluates performance and effective utilization of equipment, manpower, and other records.
- Coordinates and cooperates with the Planning Board, Conservation Commission, Board of Health, and other boards, commissions and departments. Coordinates the activities of department heads not reporting to the Board of Selectmen, including the Library Director and Principal Assessor.

5. Public Relations

The Town Administrator serves as the public relations and communications officer of the town. He or she solicits input from and consults with department heads on matters involving their departments and with the Board of Selectman when necessary regarding Town policies and direction. The Town Administrator engages in a variety of public relations and town-wide coordination activities to ensure support from appropriate public and private constituencies and other institutions and government entities. He or she works with local, county, state and federal officials to identify and resolve problems, gain support, or exchange information. He or she makes presentations to staff, boards, commissions, civic groups, and the general public to communicate official plans, policies and procedures and to keep them up to date on Town activities. The Town Administrator may also serve as Chairperson of committees of statutory and *ad hoc* nature, and be the designee of the Board of Selectmen on other committees and boards.

Job Description: Town Administrator

(as amended BOS 12.31.14)

6. Record Maintenance

The Town Administrator ensures that full and complete records of the financial and administrative activities of the town are kept and makes available periodic reports to the Board of Selectmen, of all town administrative operations during the period. These reports are made available to the public.

7. Advice/Recommendations to the Board of Selectmen

The Town Administrator keeps the Board of Selectmen fully advised as to the needs of the town and recommends to the Board of Selectmen and to other elected town officers and agencies for adoption any measures requiring action by them or by the town meeting. The Town Administrator informs the Selectmen and other appropriate boards of all relevant statutory and regulatory changes.

8. Attendance at Board of Selectmen Meetings

The Town Administrator, in collaboration with the Chair of the Board of Selectmen, prepares the agenda for and attends all regular and special meetings of the Board of Selectmen, including executive sessions, unless excused in advance by the Chairman of the Board. The Town Administrator has a voice, but no vote, in all of its proceedings.

9. Facilities Maintenance

Through the appropriate boards, committees and agencies, the Town Administrator is responsible for the use and maintenance of all Town land and buildings other than those under the control of the school committee and the library trustees. He or she makes recommendations for acquisition and disposal as appropriate.

10. Budget

Under the leadership of the Finance Director, the Town Administrator assists in the preparation and presentation to the Board of Selectmen and, at the Board's direction, to the Finance Committee, an annual operating budget along with a schedule for submission of information by departments of the town. The proposed budget recommendation includes details concerning likely amounts to be raised by taxation and the resulting tax rate. Also, working with the Finance Director, the Town Administrator shall submit annually a five-year capital improvement plan, including cost estimates, proposed financing, costs associated with acquisition and future operation and maintenance of any capital item.

Job Description: Town Administrator

(as amended BOS 12.31.14)

11. Contract Negotiations

The Town Administrator participates in labor negotiations and grievance procedures as directed by the Board of Selectmen. This applies to all personnel contracts and collective bargaining agreements, including contracts with town employees involving wages, hours and other terms and conditions of employment. All such contracts and agreements are subject to the approval of the Board of Selectmen.

12. Payroll

The Town Administrator reviews and signs all payroll and expense warrants submitted by the Finance Director for payment of Town funds.

13. Procurement

The Town Administrator is the chief procurement officer for the Town, in accordance with chapter 30B of the General Laws. The Town Administrator prepares Request for Bid/Proposal specifications, analyzes the resulting submittals and serves as the Town's contract administrator.

14. Licenses and Permits

The Town Administrator supervises and monitors as appropriate the application process for all licenses and permits issued by the Town and schedules any meetings with the chairperson or department chair levels as required as part of the application process. In doing so the Town Administrator coordinates and cooperates as appropriate with the Planning Board, Conservation Commission, Board of Health, and other boards, commissions and departments.

15. Resources

The Town Administrator seeks out and works to obtain resources from federal, state, and other governmental jurisdictions, including working with the Hamilton Wenham Regional School District to secure joint grant opportunities.

16. Town Counsel

The Town Administrator coordinates, facilitates, and monitors the provision of services by town counsel, special counsel, and consultants. The Town Administrator coordinates litigation and legal opinions between the Board of Selectmen, Town Counsel and various boards, departments, committees and commissions, oversees and coordinates all legal research conducted by Town Counsel, Labor Counsel and Special Counsel; monitors the legal budget and manages all legal actions by and against the Town, including actions related to insurance claims.

Job Description: Town Administrator

(as amended BOS 12.31.14)

17. Other Duties

The Town Administrator oversees the Town's personnel system; proposes personnel policies to the Board of Selectmen; maintains personnel records of employees and; acts as Affirmative Action Officer for the Town. The Town Administrator provides leadership on local and regional initiatives that improve the overall performance of the Town in the delivery of services to the residents of the Town.

The Town Administrator performs any other duties required of the Town Administrator by local bylaws and regulations, votes of the town meeting, or votes of the Board of Selectmen.

18. Physical Requirements:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. Lifts/moves objects weighing up to 10 pounds, files, and types on a keyboard at a moderate speed. Operates an automobile to perform in-town and out-of-town travel to transact Town business (This requires a valid driver's license). Travel to night meetings is common place in order to confer with the Board of Selectmen and other town bodies. Regularly conveys information to the public.

March 17, 2019

Board of Selectmen
Town of Wenham
138 Main Street
Wenham, MA 01984

Dear Ms. Harrison and members of the Board of Selectmen:

I appreciate the opportunity to submit this proposal to the Town of Wenham for services that assist with the recruitment and selection of its next Town Administrator, in accordance with the Town's RFQ dated March 13, 2019. It is essential that this selection process result in an individual that has the skills, experience, and management approach to assist the Town in addressing its challenges and new opportunities.

Community Paradigm Associates, LLC was established in 2014 as a multi-dimensional organization focusing on governmental, nonprofit, community, and business concerns. Services provided by Community Paradigm Associates include: executive recruiting, economic and community development, strategic analysis and counsel, public finance, public policy, community engagement, strategic management and planning, social innovation, building high performing organizations, marketing and communications, professional development, process improvement, community sustainability, and tactical research and solutions. However, our primary service is focused upon executive recruiting of municipal managers for towns here in Massachusetts.

I believe that we bring four specific qualifications to the task of helping Wenham find its next Town Administrator:

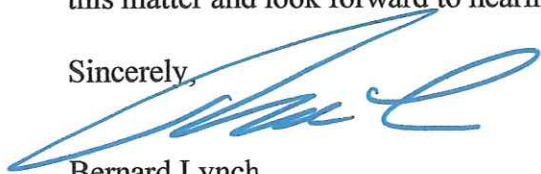
- First, we know the skills and characteristics of a municipal manager in carrying out his/her responsibilities. I, and two of our Senior Associates, performed the role for a combined total of approximately 100 years.
- Second, we have built a proprietary database hundreds of potential candidates based upon our extensive and current network of municipal managers, particularly here in Massachusetts and throughout New England. We utilize an approach of active recruitment, not simply advertising a position and waiting for responses.
- Third, the approach that we have always used in recruitments includes active engagement of the stakeholders of the community in the process. We believe this approach produces the best possible selections as well as crucial community support during the all-important first few months in the position.
- And fourth, now in our fifth year of business, we have become the most active municipal manager recruitment firm in the Commonwealth. We believe that distinction is the result of the customized, dedicated service that we provide to our municipal clients, which can be verified by contacting our clients for their opinion of Community Paradigm.

In accordance with the Town of Wenham's Request for Qualifications, we have organized materials that respond to the specifically requested information as outlined within the RFQ. On the attached "Town of Wenham Recruitment Services Proposal Requirements", we have identified the location of compliance with RFQ requirements regarding qualifications and submission information within the Proposal. We specifically address the Scope of Work requirements that are outlined on page 6 of the RFQ by describing our approach and implementation plan on page 2 of our proposal.

I certainly encourage the Town to review the recruitments that we have performed for other communities. I am confident that those communities will respond positively and enthusiastically to the results of our work and the hands-on process that we have managed and provided.

As the lead consultant on this project, I would be happy to respond to any questions regarding this matter and look forward to hearing from you. Thank you in advance for your interest.

Sincerely,



Bernard Lynch
Principal

Attachment: Town of Wenham Recruitment Services Proposal Requirements

**Town of Wenham
Recruitment Services Proposal Requirements
Town Administrator**

Proposal Requirements

1. Name and address of applicant, telephone number, and e-mail address;
Community Paradigm Associates, LLC
1 Saddleback
Plymouth, MA 02360

978-621-6733

Blynch@communityparadigm.com
2. Brief résumé of principals and of the staff to be assigned to the Project;
Included on pages 42-49
3. List of successfully completed projects that would best illustrate qualifications for the Project;
Included on pages 39-41
4. Five (5) references for projects of a similar or larger scope, with contact name, title, and telephone number who can speak to the quality of services provided for similar Town Administrator recruitment processes;
Included on pages 39-41
5. Names and qualifications of any outside vendors that may be used for the Project;
Included on pages 50-54, following the project team résumés
6. Statement of the scope and type of services proposed for the Project. Based on the guidelines and information in this RFQ, the applicant should describe the process and methodology to be used in the completion of services with specific reference to examples of similar projects in which this methodology has been used.
Included on pages 2-6
7. Statement of any legal or administrative proceedings, pending or concluded adversely, to the applicant within the past five (5) years which relate to the applicant's performance of this type of work.
Included on page 56
8. Appropriate certifications of insurance.
Included on page 55
9. Provide samples of work, such as reports, a sample position profile, evaluation forms, and other decision-making tools.
Included on pages 7-33
10. A current firm brochure may be submitted with the proposal.
Included on pages 34-38
11. Completion of the forms located at the end of this RFQ package.
Included on pages 57-60

PROPOSAL
EXECUTIVE SEARCH SERVICES
WENHAM TOWN ADMINISTRATOR
March 17, 2019



COMMUNITY PARADIGM ASSOCIATES, LLC

PROCESS AND METHODOLOGY

I. Approach and Plan for Performing Services

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

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

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

Preparation

1. Initial Consultation with the Board of Selectmen

It is most important to have a clear understanding from the Board of Selectmen on the experience, management style, and personal attributes the Selectmen wish the next Town Administrator to possess. The Consultant would meet with the members of the Board of Selectmen at the outset to obtain this information. This meeting would also be used to discuss recruitment strategies, discuss contractual provisions including compensation and conditions of employment, and review the timetable for the recruitment and selection process. A similar meeting will be held with the Screening Committee with a focus on process and timetable.

The mission of the Screening Committee is to ultimately narrow the field of candidates to three (3) or four (4) finalists to present to the Board of Selectmen.

2. Supporting Information and Community Consultation

It is generally helpful to gather the views of major Department Heads and other key town officials that will have regular interaction with the Town Administrator. These will be obtained through a round-table discussion with the consultant with follow-up information gathering with individual staff as deemed necessary. We would also propose to have a community forum and surveys to ascertain the thoughts of residents and businesses as to the qualities that would be beneficial for the next Town Administrator to possess. Community Paradigm has utilized such input sessions with success in most of its executive recruiting projects.

3. Preparation of Position Profile/Recruiting Brochure

The Consultant would assist in developing the required professional qualifications and recommended compensation package for the Town Administrator position based in part by the updated job description. The information gathered from the Board of Selectmen, Department Heads and town officials, and any community input received would complete the development of the position profile, which would serve as a report to the Selectmen on our findings. A community profile will also be developed with the position profile in order to create a Recruiting Brochure that will provide possible candidates a full understanding of the Town and its current issues, the statutory responsibilities of the Town Administrator position, and the expectations of the Selectmen and other members of the community. A sample Position Profile is included.

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

4. Advertisements and Active Recruitment of Candidates

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

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

- Our MMA professional network;
- Our ICMA professional network;
- A professional academic network at Suffolk's MPA program;
- Our professional and alumni networks;
- Our database of municipal management professionals.

Review of Applicants

5. Receipt of Résumés

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

6. Initial Review of Résumés

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

7. Screening Process: Review of Résumés and Assessment

The Consultant, summarizing each qualified applicant's experience, education and other notable information, and following telephone interviews, and utilization of assessment tools as deemed appropriate, will prepare a confidential assessment of the remaining 10-12 qualified candidates. This information will be provided by the consultant to the Screening Committee on a confidential basis, as will advisement by the Consultant as to which candidates are the most qualified. These reviews will occur in executive session and the Screening Committee will select the candidates to be interviewed in executive session.

Initial Interviews

8. Search Committee Interviews

It is recommended that the Screening Committee personally interview 6-8 candidates. Interviews would be expected to last 60-75 minutes. The Consultant will assist the Screening Committee with the interview process. This will include the notifications to candidates and scheduling of interviews as well as assisting the Committee with the interviews including methods of interviews, possible questions, and evaluating responses, etc. The Committee should only interview candidates once as second interviews are generally required to occur in public session; and public interviews of candidates prior to being named a finalist could have a chilling effect upon applicants/candidates.

9. Selection of Finalists

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

10. Reference and Background Review

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

11. Referral of Finalists

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

Board of Selectmen Selection

12. Finalist Interviews

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

13. Selection

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

14. Contract Negotiation

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

II. Consulting Fee and Estimate of Costs

Option A

The fee associated with the entirety of these services under Option A is \$9,900.00 with \$2,475 payable at the conclusion of each phase.

Phase 1: Preparation and Recruitment (Steps 1-4)

Phase 2: Review of Applicants (Steps 5-7)

Phase 3: Initial Interviews (Steps 8-11)

Phase 4: Board of Selectmen Selection (Steps 12-14)

Option B

An alternative scope of services that can be offered to reduce costs to the Town would be the following:

Phase 1: Preparation and Recruitment (Steps 1-4)

Phase 2: Review of Applicants (Steps 5-7)

and, “Reference and Background Reviews”, as described in Phase 3. Other aspects of the project would be managed in-house with Town staff.

The fee associated with Option B is \$6,600.

The proposed fee under either option does not include expenses related to the search (advertisements, printing, miscellaneous, etc.), which will be paid directly by the Town or as reimbursement to the consultant with appropriate documentation. It is estimated that these costs will total approximately \$700.00.

III. Recommended Timetable

The following timetable anticipates an April 1, 2019 start date and completion of the process in mid-July of 2019 in order to have a selection starting in the position in early September of 2019.

Dates	Actions
April 1 – April 23	Information gathering with Screening Committee, Board of Selectmen, Department heads, and community; Position profile and advertisement created, reviewed and approved.
April 24 – May 17	Position advertisements placed; Active recruitment.
May 17 – May 29	Initial Screenings, including telephone interviews and preliminary background reviews. Review applicants with Screening Committee
Weeks of June 3- June 10	Semi-finalist interviews with Screening Committee.
Week of June 17	Full background reviews and additional reference checks.
Week of June 24	Names of 3-5 Finalists submitted to Board of Selectmen.
Weeks of July 1 - July 8	Finalist interviews with Board of Selectmen and Selection. Negotiation of Employment Agreement.

Sample Recruitment Materials

The following documents are included as examples of the work product generated in the process of assisting client communities with executive recruitment.

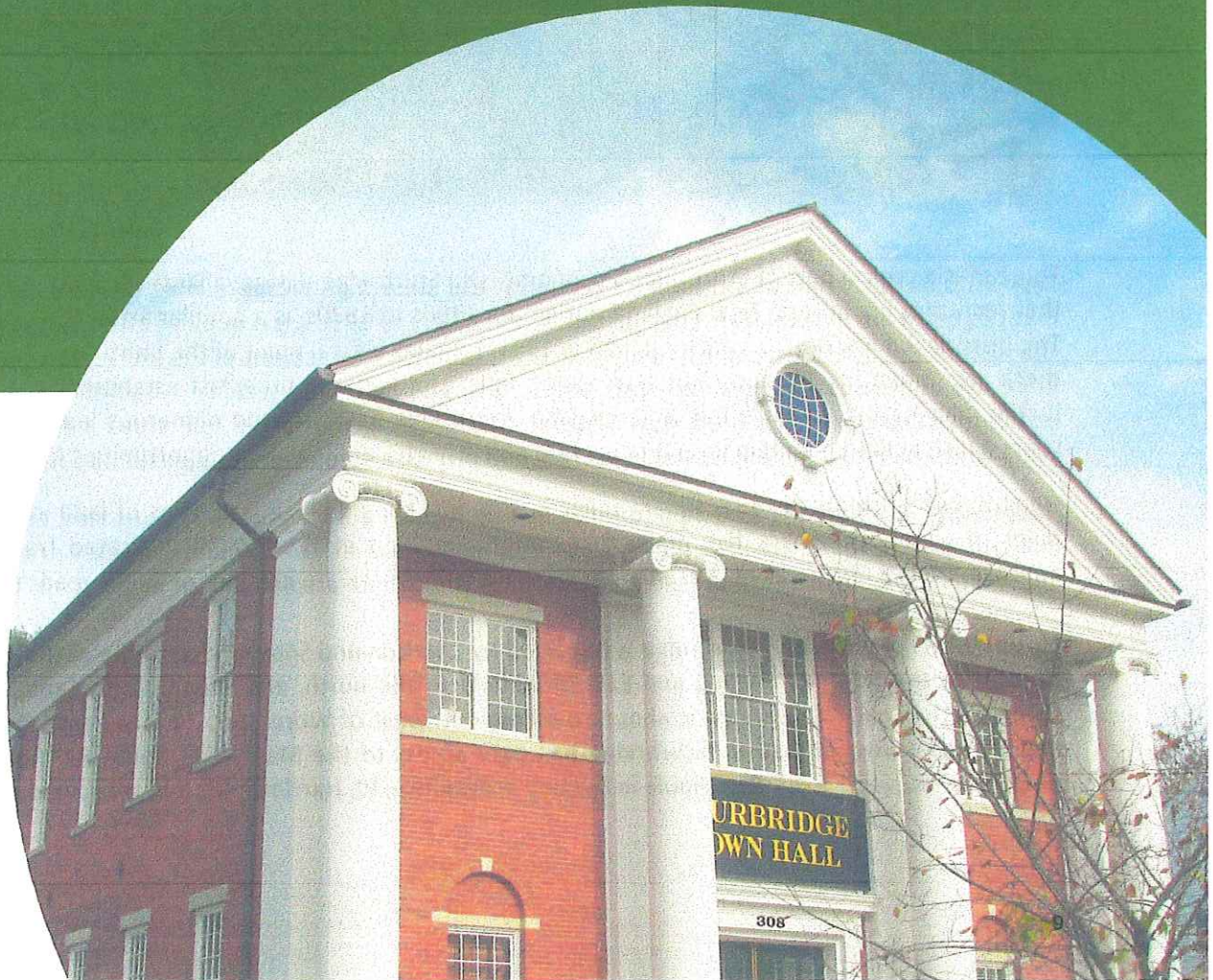
- **Sturbridge Town Administrator Position Profile**-we develop extremely robust position profiles based upon review of local materials, interviews with Select Board members, department heads, and based upon the direction of the Town we speak with staff, key local leaders and hold a community forum to gain citizen input. The profile, which is circulated electronically to candidates and individuals targeted for recruitment, utilizes hyperlinks to drive the candidates to specific documents and websites.
- **Norwood Community Forum Press Release**-we provide public information materials for our clients such as press releases, website announcements, social media posts, etc. in order to communicate information to the community at large, or targeted audiences. Attached is a press release announcing the community forum that was held in Norwood.
- **Wayland Job Posting**-we develop job posting/advertisements that summarize community information, desired and required qualifications and application process. Generally, we use this posting to advertise on the Mass Municipal Association (MMA) website, International City and County Management Association (ICMA) website, and possibly other New England municipal association websites. We also use the posting to circulate to area universities that have alumni job boards.
- **Stoughton Questions**-we work with Search Committees and Select Boards in developing interview questions that address general management skills and experiences and town-specific issues that result from the position profile development process.
- **Sample Interview Score Sheet**-based upon the interest of the Screening Committees we generate Town specific scoring sheets that can be utilized in an attempt to quantify interview results.

- **Sample Preliminary Interview Report (sample)**- see above. Specific information has been redacted for confidentiality.
- **Amherst Status Report and Select Board Interview Plan**-we provide status reports and technical assistance to the Select Board on the search process and recommendations for a community focused selection process. In Amherst we developed a day long procedure of providing information to finalists while simultaneously obtaining multiple perspectives of the finalists through interaction with key stakeholders
- **Hamilton Report to Selectmen transmitting Finalists**-upon selection of finalists we conduct reference and background reviews of each candidate before they are announced to the Select Board. In that procedure we prepare a report that reviews the credentials of the candidates and a summary of reference feedback received. Copies of resumes are included with these reports.

Sturbridge, MA

Town Administrator

Community & Position Profile



The Community

The Town of Sturbridge, Massachusetts, is a vibrant and inclusive community of approximately 10,100 residents located at the crossroads of New England. It has a tradition of highly responsive government service, has strong citizen engagement, and is known as a destination for tourists who come to visit its charming downtown, Old Sturbridge Village, and numerous historic sites. The Town is seeking a seasoned municipal management professional with exceptional leadership and communication skills to serve as Sturbridge's next Town Administrator.

History: Identified by the English as early as 1640 as a place where valuable graphite could be mined, the General Court was convinced by the early landowners – after two unsuccessful requests – that the land could be farmed and [Sturbridge](#) was incorporated in 1738. The first settlers built sawmills and



gristmills along the Quinebaug River and, soon after the industrial revolution began, larger factories were built in the Fiskdale and Westville villages of Sturbridge. The industrial growth away from Sturbridge Center has preserved the area much as it appeared in 1840. The Common area has been placed on the National Register of Historic Places, and Sturbridge strives to preserve and protect it.

Tourism is a critical part of Sturbridge's economy. [Old Sturbridge Village](#), a large outdoor living museum that recreates life in rural New England during the 1790s to 1830s, is a popular attraction in Sturbridge. The historic Publick House, which opened in 1771, remains a focal point of the Sturbridge Common, and there are numerous antiques and craft shops, inns, and bed and breakfast establishments. While the textile mills have long since left New England, Sturbridge has attracted numerous industries over the years which help to maintain its stable tax rate and provides employment opportunities for residents.

Geography: Sturbridge is 39.0 square miles in size, including 37.4 square miles of land and 1.5 square miles of water. There are five major lakes and waterways in Town, nine dedicated trail areas, and approximately 6,000 acres of preserved open space land. There are 86 miles of public roads in Town.

Part of Worcester County, Sturbridge is bordered by Charlton and Southbridge to the east, Brimfield and Holland to the west, Brookfield and East Brookfield to the north, and Union, Conn., and Woodstock, Conn., to the south. Sturbridge is about 16 miles southwest of Worcester, 29 miles east of Springfield, and 55 miles west of Boston. Sturbridge has easy access to the Mass Pike, Route 84, Route 20, and Route 131. Airport access is available in Boston; Providence, RI; Hartford, CT; and Manchester, NH.

The community consists primarily of residential properties with various business and retail districts located near the Town Center and along major thoroughfares. The Town is interested in thoughtful economic development that will not detract from the community's charm and historic character.

Assessed Values: Sturbridge's total assessed value is approximately \$2.19 billion in FY2019. Residential properties account for 81.48% of the Town's total assessed value, while commercial and industrial properties account for 14.51% and personal property for 3.99%. The average residential property assessment in Sturbridge for FY2019 is \$294,597. While the Town's population is primarily middle-income, according to the 2010 U.S. Census statistics, there are 3.6% of residents with annual incomes below the poverty level.



Census Data: According to the 2010 U.S. Census, the Town of Sturbridge's racial makeup is 96.3% white, 2.6% Hispanic or Latino, 1.3% Asian, 0.9% two or more races, 0.3% Black or African American, and 0.2% American Indian or Alaskan Native. The median household annual income is \$85,000, which is about 20% higher than the state median household annual income of \$70,954. The Town is demographically somewhat dissimilar to the state regarding resident age cohorts with differences in, for example, the under-18 years cohort with Sturbridge at 24.6% in the 2010 U.S. Census versus 20.0% for the state. In the under-5 years cohort, Sturbridge has 5.0% of its population which is similar to the state's 5.3%. Additionally, in the 65 years and over cohort Sturbridge has 18.9% of its population compared to the state's 16.2%. The median age of Sturbridge's residents is 43.1 years, only slightly older than the state's 39.1 years.

Government and Finance

Board of Selectmen: Sturbridge's government includes a five-member [Board of Selectmen](#) that serves as the governing body of the Town. Board of Selectmen members are elected to staggered three-year terms to oversee all matters impacting the interest and welfare of the community and are responsible for ensuring that Town government is responsive to and reflective of community needs and values. The [2017 Annual Town Report](#) is located on Sturbridge's municipal website. The Board would like a Town Administrator to work collaboratively with members on creating joint goals and objectives and routinely reporting on the metrics of those goals.

Committees: There is also an elected five-member School Committee that oversees the policies and budget of the Town's public elementary school system. The elementary school's [FY2019 budget](#) is approximately \$11.3 million. Sturbridge sends students in grades 7-12 to the Tantasqua Regional School District, which is overseen by the Tantasqua Regional School Committee. The FY2019 budget for public education is \$18.3 million. Other elected positions in Town include: Board of Health, Board of Library Trustees, Zoning Board of Appeals, Recreation Commission, Board of Assessors, Town Clerk, Moderator, and Constable. In addition, the Town utilizes many other appointed boards and commissions to conduct municipal operations. A nine-member Finance Committee is appointed by the Town Moderator. Its recommendations on warrant articles at Town Meeting is the main motion voted upon by representatives.

Town Meeting: Sturbridge has an Open Town Meeting form of government. Town Meeting is the legislative body of the Town and typically meets for the Annual Town Meeting on the first Monday in June for the transaction of all business for the Town, other than matters to be determined by ballot. The [Town of Sturbridge Charter](#) and the Town's [General Bylaws](#), as amended in 2018, can be viewed on Sturbridge's municipal website.

Town Administrator: The [Board of Selectmen](#) appoints the position of Town Administrator to serve as chief administrative officer of the Town. The [Town Administrator](#) is responsible for executing the policy directives of the Board of Selectmen and for managing the operations and activities of the Town.

The [Town Administrator](#) is specifically responsible for providing support to the Board of Selectmen, supervising all departments under his/her jurisdiction, financial management and budgeting, handling personnel and benefits administration, hiring and firing of personnel, collective bargaining, procurement, preparing the warrant for the annual and all special Town Meetings, attending Board of Selectmen meetings, maintaining all records of the Board of Selectmen meetings, responding to written and verbal inquiries from the public, inventory of all Town property, and coordination of the Annual Town Report. Sturbridge seeks a Town Administrator interested in a tenure of at least five to eight years.

Financial Snapshot: Sturbridge holds a Standard & Poor's rating of AA+, with a stable outlook, as stated in a rating action of November 2017. The rating was based upon the community's conservative financial management policies and practices, balanced budget, strong debt position, and prudent conduct of operations. Local property taxes generate about 74% of revenue, demonstrating a lack of dependence on central government revenue. Additional revenue is obtained from state aid (14%) and local receipts (12%).

In FY2019, the Town has a [\\$32.58 million budget](#), which includes general government, education, public safety, public works, health/human services, and debt. The [Finance Committee Report](#) for FY2019 details its recommendations for the annual budget and Town Meeting articles.



As of November 2018, Sturbridge had a general stabilization balance of \$2,238,036, a capital stabilization balance of \$628,050, a fire apparatus stabilization balance of \$201,628, and an ambulance stabilization balance of \$65,496. Sturbridge's OPEB trust fund balance is \$694,172. As of June 30, 2018, the Town's OPEB liability is approximately \$18.87 million and its net pension liability is about \$18.31 million. As of July 1, 2018, Sturbridge had \$4,738,011 in certified free cash. Sturbridge has excess levy capacity of \$884,164. The [FY2019 tax rate](#) for all properties is \$19.15 per thousand of the property's assessed value.



Challenges and Opportunities

- **Finances**

Sturbridge has a Standard & Poor's rating of AA+ with a stable outlook, according to a November 2017 rating action. The Town's goal is to manage its finances in a manner that will maintain or improve its high rating. Sturbridge's [FY2019 budget](#) is approximately \$32.58 million. The FY2019 budget represents a 3.3% increase over the prior year. The FY2019 general government budget increased 3% over FY2018, health insurance increased 7.5% and pension costs rose 9%. Standard & Poor's highlighted Sturbridge's conservative financial management policies and practices, balanced budget, strong position, and prudent conduct of operations as strengths.

- **Economic Development**

Sturbridge has numerous businesses, including corporate, retail and professional services establishments. Currently, 81.48% of the tax base is residential and additional businesses, which are appropriate for the character of the Town, would be welcome. The Town's [Master Plan](#) goals include the potential expansion of business/industrial zoning on the east end of Route 20, encouraging future development along Route 20 and Route 131 at key locations, and possibly creating a business incubator to support the growth of small businesses. There are a number of ongoing or recently completed projects in Town, including a 40,000-square-foot office building, a new Holiday Inn Express, a Panera Bread restaurant, and a large expansion of the Publick House. A medical marijuana dispensary has permit approvals to locate at the Sturbridge Business Park on Route 20. A commercial tourist district revitalization plan, which includes streetscaping, new sidewalks, bike lanes, and landscaping, would benefit from a Town Administrator's support. A former mill site at the corner of Route 20 and Holland Road could be developed into such projects as housing, office space, and a café, with thoughtful and creative guidance. Sturbridge has an Economic Development and Tourism Coordinator to assist with such projects. Approximately 48% of the Town has municipal sewers and about 50% has Town water. Traffic congestion on Route 20 poses challenges for future development and residents traveling the roadway.

- **Education**

Sturbridge highly values education. Sturbridge's School Committee has jurisdiction over elementary education and operates [Burgess Elementary School](#) for students in grades PreK-6. Sturbridge – along with Brimfield, Brookfield, Holland, and Wales – is a member of the Tantasqua Regional School District, which operates a [junior high school](#), a [high school](#), and a high school [technical division](#). Sturbridge currently has 914 students receiving services from Burgess Elementary School and 780 students being served by the Tantasqua Regional School District. Illustrative of the Town's strong support of education is the fact that 95% of Sturbridge's residents age 25 years and older have a high school diploma and about 49% of the population age 25 and older have a bachelor's degree or higher. The Town owns and operates 16 school buses.

- **Capital Needs**

Like many communities, Sturbridge is facing a number of significant capital projects as infrastructure ages and programmatic needs change with time. Renovating or replacing the current Senior Center, or constructing a Community Center to encourage interaction for all age groups, is a priority mentioned by numerous Town officials and residents. Additional large capital projects that are expected to be considered in the coming years include additional recreation fields, a new or renovated Public Safety building, a Department of Public Works facility, and the possible need to upgrade aging water pipes. These multi-million-dollar projects will require creative financing, state and federal funding advocacy, and strong community support.



- **Housing**

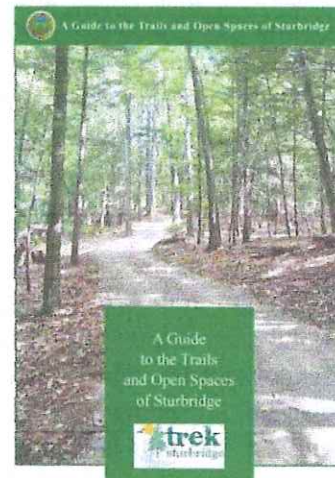
Sturbridge's Master Plan notes that [housing](#) is the most prevalent land use in Sturbridge. The Town's listed housing goals include: providing high-quality affordable housing via flexible zoning bylaws, regulations, and programs; ensuring that needed housing choices are available; providing opportunities for residents to make home improvements; and developing a plan to meet the 10% housing affordability goal. Currently, Sturbridge is at 5.6% for affordable housing. A 97-unit 40B development was recently approved and, if completed, will bring the Town to nearly 10%. Approximately 82% of the housing units in Sturbridge are owner occupied with a median value of \$290,600, according to U.S. Census data. There are 3,025 single-family homes in Sturbridge as well as 250 condominiums, 73 two-family houses, seven three-family homes, 28 mobile homes, 27 apartment buildings, and 650 vacant parcels.

- **Tourism**

Sturbridge is a popular community for day-trippers and tourists visiting the Commonwealth. Visitors can spend their days touring Old Sturbridge Village, which is a recreation of colonial Massachusetts, hiking miles of trails through the New England countryside, stopping into dozens of merchant shops, and enjoying cuisine from around the world at the Town's many highly rated restaurants. Sturbridge has more than 800 hotel rooms and one-third of the Town's 6% room tax is earmarked for the [Sturbridge Tourist Association](#) and Betterment Committee. The remaining two-thirds is put into the Town's general fund. The Town also has a Special Events Committee to assist with its many community activities.

- **Open Space and Recreation**

Sturbridge was one of the first communities in the Commonwealth to adopt the Community Preservation Act. Approximately 20% (6,000 acres) of Sturbridge's land is dedicated open space, consisting of land owned by the town, state, federal, and conservation organizations as well as lands protected by conservation easements or the purchase of development rights. Sturbridge is fortunate to have numerous parks, recreation areas, conservation lands, ponds, forestlands, open fields, and rocky crags as well as Big Alum, Westville, and Leadmine lakes, Quinebaug River, and Leadmine Mountain. A [Guide to the Trails and Open Spaces of Sturbridge](#) is on the municipal website. There are miles of trails for hiking. Sturbridge also offers several playing fields, sports programs for adults and children, and playgrounds. The Town hosts summer Concerts on the Common.



- **Green Energy**

In June 2018, Town Meeting approved the adoption of a "stretch energy code" for new construction, to begin in January, which is a prerequisite for Green Community designation by the state. Such designation would qualify Sturbridge for state funding for energy efficiency items up to \$140,000 and make the Town eligible to compete for future energy grants.

- **Water Resources**

Protecting the Town's fresh water system to preserve high quality drinking water and maintaining or improving the health of their lakes and ponds are critical for Sturbridge. There are five major lakes and waterways in Town. The Sturbridge Water Department is operated and maintained by Veolia. The [2017 Drinking Water Quality Report](#) can be located on the Town's website.

- **Public Safety**

The Sturbridge [Police Department](#) has 12 full-time officers, three sergeants, two lieutenants, chief, two school resource officers, one K9 officer, one part-time officer, and one administrative assistant. Its annual budget is about \$2.6 million. Dispatch

is handled by 11 dispatchers and one supervisor. The Sturbridge [Fire Department](#) has 14 full-time firefighters and 10 on-call firefighters. It has an annual budget of approximately \$1.4 million and responds to about 2,000 calls per year. The Fire Department also runs the Town's ambulance service and operates two ambulances. Both departments are operated from a public safety complex on Main Street.



- **Citizen Engagement**

The Town embraces civic engagement and appreciates the high levels of participation and discourse residents provide. The next Town Administrator must be a skilled communicator with a strong belief in transparency. Citizens serve on a significant number of elected and appointed boards and committees as well as in other volunteer capacities. Maintaining a strong and collaborative relationship between residents, employees, and volunteers is vital to the success of the community. Ideas and recommendations regarding improved methods of communicating with and engaging citizens, including new technologies and use of social media, would be welcome.

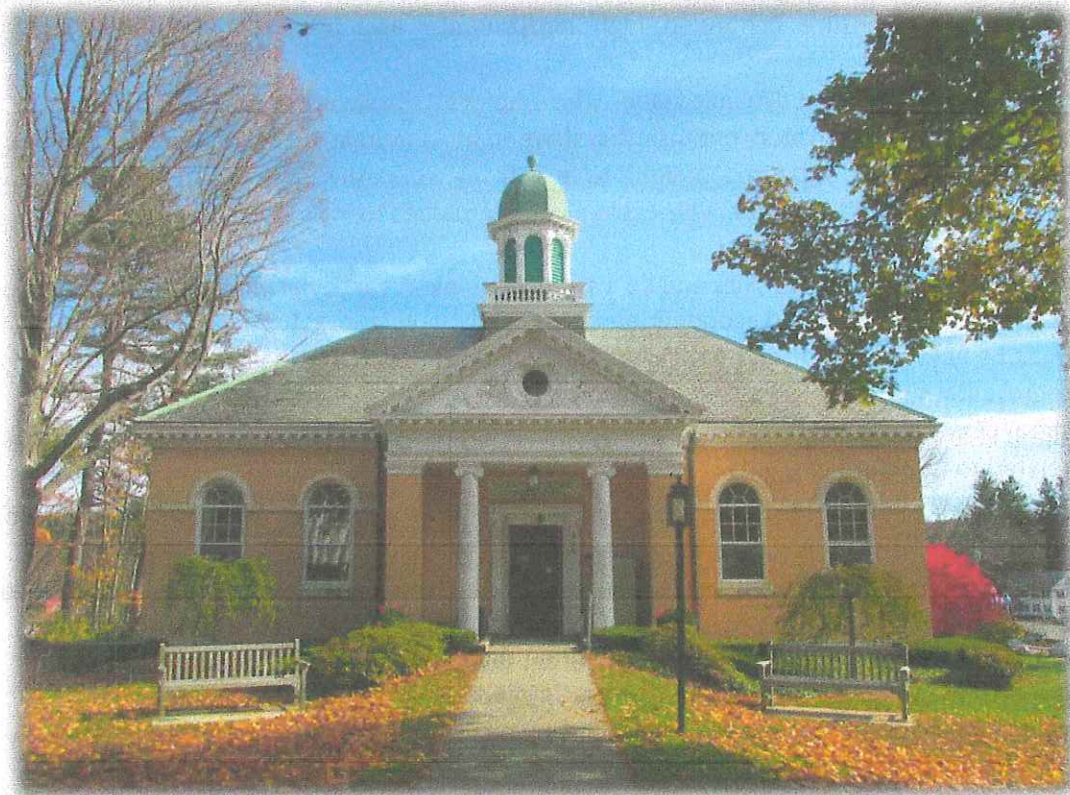


Photo Credit: John Phelan

Candidate Qualifications

Competencies: The Sturbridge Board of Selectmen seeks a Town Administrator with strong leadership abilities, municipal management experience, and an interest in a tenure of at least five to eight years in Sturbridge.

The successful candidate:

- must be able to demonstrate prior success in leading a complex municipal organization.
- should be competent in all areas of municipal management and operations, but especially in finance and budgeting, personnel administration, economic and community development, and project management.
- should have experience in sustainable economic development.
- must be a visionary and decisive leader who can work well with various interests of the Town.
- is expected to work cooperatively and collaboratively with staff, citizens, volunteers, and the business community. He or she should make customer service a priority.
- must recognize the value of technology and strive to implement systems integration, reduce redundancies, and increase efficiencies via the use of technology. He or she should utilize Sturbridge's many assets to bring the Town to the next level.
- should be highly approachable, a skilled and effective communicator, and have an open-door management style.
- should be knowledgeable of municipal management best practices.
- must be fair, inclusive, collaborative, ethical, and committed to transparency in government.
- must be able to delegate effectively, mentor department heads, and provide support and motivation to ensure continued high performance and professional growth for Sturbridge employees.
- must be a strategic and dynamic leader who employs a teamwork approach.
- should be highly motivated, enthusiastic, strive to build morale, and have a sense of humor.
- must be dedicated, organized, patient, have a strong work ethic, and inspire trust and confidence.
- must have the ability to effectively explain complex issues to individuals, committees, and the citizenry.
- must have strong finance skills and be a strategic thinker, particularly in regard to budgeting, project management, and economic and community development.
- must be able to develop and sustain credible relations with residents, staff, and union representatives.
- should have proven experience working with state officials and state government, particularly related to funding and grants.
- should have proven experience in all phases of grant management, from acquisition to completion.
- should be skilled in team building, and in developing and maintaining relationships.
- should be a creative problem-solver and active listener who is accessible, open to new ideas, and a consensus-builder.
- must lead by example, have conflict resolution skills, inspire respect, and be respectful.
- must be a community unifier who manages projects in a participatory manner.
- should embrace participation in community events and enjoy being part of the community.



Education and Experience:

- The successful candidate should possess a bachelor's degree in a field related to municipal management, with a master's degree in public administration, business management, or a related field preferred.
- A minimum of 3-5 years of progressive experience as a municipal city/town manager or administrator, as an assistant city/town manager or administrator, or education and experience in or relatable to municipal government that is equivalent is required.
- Massachusetts experience is preferred.

Compensation Package

The Town of Sturbridge will offer an employment agreement and compensation package that is competitive with comparable area communities, with a salary of \$145,000+/-, commensurate upon qualifications. An attractive benefits package, including health and retirement plans, is part of the Town Administrator's total compensation. Residency is not required.

How To Apply

Interested applicants should send cover letters and résumés, in confidence, by December 9, 2018, 5:00 p.m., via email to:

Apply@communityparadigm.com

Subject: Sturbridge Town Administrator Search

Please submit a single PDF containing both cover letter and résumé.

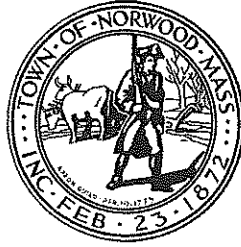
Following the closing date, résumés will be reviewed according to the outlined qualifications. The Sturbridge Town Administrator Search Committee will interview the most qualified candidates in confidence. Based upon these interviews, a selection of finalists will be chosen for further evaluation and reference checks and then forwarded to the Board of Selectmen. Finalists will be contacted for references and approval of background reviews before their selection is advanced to the Board of Selectmen. The Sturbridge Board of Selectmen will select the Town Administrator.

Questions regarding the position should be directed to:

Bernard Lynch, Principal
Community Paradigm Associates
Blynch@communityparadigm.com
978-621-6733

The Town of Sturbridge, Mass., is an Equal Opportunity Employer.





FOR IMMEDIATE RELEASE
SEPTEMBER XX, 2017

CONTACT: Fran Jessoe
781-762-1240 x132
Bernard Lynch
978-621-6733

NORWOOD SELECTMEN TO HOLD COMMUNITY FORUM TO GAIN CITIZEN INPUT ON TOWN'S NEXT GENERAL MANAGER

NORWOOD, MA – The Norwood Board of Selectmen is pleased to announce it has scheduled a community forum on September 14 to give citizens the opportunity to share their thoughts on the qualifications and characteristics they believe the Town's next General Manager should possess.

The forum will be held on Thursday, September 14, at 7:00 p.m. at the Norwood Town Hall at 566 Washington Street.

"We are interested in hearing citizens' recommendations regarding the expertise and qualifications they would like to see in their next General Manager," said William Plasko, Chairman of the Norwood Board of Selectmen. "It is important that Norwood's citizens are an integral part of the Town Manager selection process."

The Town has hired the consulting firm Community Paradigm Associates, LLC, to assist in the search process. Representatives from the firm, including Principal Bernard Lynch, will attend the community forum along with representatives of the Board of Selectmen.

Current General Manager John Carroll announced that he would be retiring in December of this year. Mr. Carroll has served as Norwood's General Manager since 1978. The Board of Selectmen plans to have a new General Manager selected within approximately 12 weeks.

For more information on the community forum, please contact Board of Selectmen Administrative Assistant Fran Jessoe at 781-762-1240 x132.

Town Administrator

Town of Wayland

Wayland, MA (14,000 pop.), is seeking an innovative and community-focused leader with excellent interpersonal and collaboration skills to serve as its next Town Administrator. This attractive community is located in the MetroWest region of Eastern Massachusetts, approximately 18 miles west of Boston. A principally residential community, Wayland has a AAA credit rating, strong finances, and an excellent public school system. Wayland is led by a five-member Board of Selectmen, has an open town meeting form of government, and a total FY19 operating budget of approximately \$79.9 million. The successful candidate will have a Bachelor's degree (Master's preferred) in public administration or related field and at least three to five years of progressive and relevant management experience, with demonstrated skills and abilities in municipal finance, economic development and community planning, project management, personnel administration, municipal procurement, use of technology, and intergovernmental relations. Candidates should have a proven record of municipal leadership and team building, and be able to build cooperative relationships with appointed/elected officials, residents, and town employees. Annual salary: \$175K+. The successful candidate will receive an attractive compensation package including health and retirement plans, commensurate with qualifications and experience. Wayland is an equal opportunity employer.

For additional information related to the position, the community, and the application process, visit www.communityparadigm.com or contact Bernard Lynch, Principal, Community Paradigm Associates at blynch@communityparadigm.com.

Résumés and cover letters via email, in confidence, by June 15, 2018, to: apply@communityparadigm.com. Subject: Wayland Town Administrator Search. Please submit a single PDF containing both cover letter and résumé.

Town of Stoughton

Town Manager Finalist Interview Questions

The following questions are suggested to assist the Stoughton Board of Selectmen in its Town Manager candidate interview process. These questions can be modified and/or deleted to meet the needs of the Board and follow-up questions can be added and/or deleted, as deemed appropriate by the Board.

Suggested Questions:

1. **Introduction**

Thank you for your interest in our community. We would like you to take a few minutes to tell us about your specific interest in, and qualifications for, this position. How do your qualifications and experiences match up with the challenges and opportunities detailed in the position profile?

2. **Finance**

Please describe your role in financial planning in your past positions as well as your financial management strategies for ensuring organization sustainability.

With community needs often more than revenues will allow, please give us an example of how you have done, or would do, "more with less."

Tell us about any innovative programs or practices you have implemented that reduce costs while still providing excellent services.

What experience do you have with OPEB (Other Post Employment Benefits)? What is your philosophy on how this issue should be addressed?

In your prior positions, what were your responsibilities regarding the preparation of the annual town budgets – operating, capital, override requests, etc.?

3. **Project Management**

Current construction projects in Stoughton include a new high school, library, and water treatment plant. Please tell us about any large municipal projects you have managed in your past roles.

Does anything stand out to you from the learning experiences you gained through managing these projects?

4. **Economic Development**

Please describe your economic development experience with specific examples of how you've attracted business growth, and retention. Would these ideas work in Stoughton?

Stoughton expects to be designated as Bio-Ready: Silver Status by the end of 2018. How do you see this benefiting the Town? What might you do, as manager, to capitalize on such a designation?

Do you have any specific experience with downtown commercial districts, particularly related to increasing their economic vibrancy?

Have you had experience negotiating TIF agreements?

5. Strategic Planning

The Board of Selectmen is developing a comprehensive strategic plan, called “Stoughton 300,” which is designed to establish a vision of the Town in 2026. What do you think the Town Manager’s role should be in developing and finalizing this plan?

How do you work to encourage the specific types of development that are appropriate for a community or neighborhood?

6. Energy Conservation

Many cities and towns in the Commonwealth and nationally are taking leadership roles in energy conservation and greenhouse gas reduction (e.g., Mass Green Communities, ICLEI, dedicated energy managers, etc.). Do you have a vision for Stoughton in this area?

7. Managing through Resistance

Tell us about a time when you had a polarized issue. How were you able to bring groups together and get something accomplished?

8. Management Style

How would you define your management style and ability to motivate the professional staff?

How would you build your senior management staff into a strong, creative, and supportive management team?

9. Personnel Management

Can you describe your experiences in implementing or following a Personnel System?

What do you look for in choosing new employees, particularly department heads?

How involved have you been in collective bargaining?

How do you hold employees accountable and maximize their performance? And, how do you help or mentor department heads to develop as effective leaders?

10. Goal Setting

Please describe your approach to goal setting for staff and for yourself.

Can you describe a goal that you are working on in your current position, how it was initiated, and how success will be measured?

11. Policy Development

An important part of the Town Manager’s role is to develop policy proposals and policy alternatives to recommend to the Board of Selectmen. Can you tell us about a particular policy you successfully proposed and implemented in your current or past roles?

12. Employee Relations

Beyond senior management, how would you build relationships and trust with Town employees?

How do you hold employees accountable and maximize their performance?

Do you believe in mentoring employees? What are your thoughts on succession planning?

13. Citizen Relations and Transparency

Please tell us how you would strive to develop relationships with Stoughton citizens and how you would promote transparency in local government.

Can you give us any examples of how you have done this in your current or past communities?

14. Relationship with Other Town/State Entities (Schools, Independent Boards, Etc.)

Please describe how you would develop, manage, and increase relationships with other Stoughton stakeholders, particularly elected and appointed board members and school personnel.

How would you develop relationships with state representatives and officials?

And, how about with other communities in the region?

15. Relationship with the Board of Selectmen

Can you describe the process you envision for working with the Stoughton Board of Selectmen to set goals and objectives?

How do you envision the overall relationship will work?

Imagine a scenario where the Board of Selectmen is taking a position or moving in a direction that you believe would not benefit the Town. How would you handle this?

16. Technology

Please describe your knowledge and use of technology, such as software specifically for municipal purposes and communication tools including social media and resident alerts, to make local government more effective and efficient.

17. Career Accomplishment

What has been your most satisfying career accomplishment and why?

18. Career Disappointment

What has been the biggest disappointment in your career and what did you learn from it?

19. Candidate Questions

That ends our questions for the night. Now it's your turn. Are there any questions you would like to ask us?

Candidate Name _____ Date _____

Interview Score Sheet

<i>Directions: Insert a score for each section. Space for notes is below each section.</i>	Excellent	Very Good	Good	Fair	Needs Improvement	Total
1. Introductions	10	8	6	4	2	
2. Management	10	8	6	4	2	
3. Financial Management Skills	10	8	6	4	2	

4. Community & Econ. Development	10	8	6	4	2	
5. External Relations	10	8	6	4	2	
6. Personnel Management	10	8	6	4	2	

7. Board-Manager Relations	10	8	6	4	2	
8. Operations & Service Delivery	10	8	6	4	2	
9. Grant Writing	10	8	6	4	2	

10. Citizen Relations/Communications	10	8	6	4	2	
11. Responsibilities/Authority	10	8	6	4	2	
12. Candidate Questions	10	8	6	4	2	
TOTAL						

Community Paradigm Associates, LLC

1 Saddleback

Plymouth, Massachusetts 02360

Natick Town Administrator Assessment Questions

December 31, 2017

Below are three assessment questions that you are asked to address. Each question should be answered in 1-2 pages. Where possible cite specific examples from your own experience in responding to the questions. These responses should be emailed back to blynch@communityparadigm.com by 5:00 PM on January 14th.

Essay Questions

1. During the process of this search, Natick has identified the importance of leadership skills in its next Town Administrator. If you were to be appointed to the position of Natick Town Administrator, how would you promote a shared vision for Natick's future and then work to gain support for that vision from various stakeholder groups? What methods would you use in keeping employees, local officials, residents, and the business community of the Town informed, connected, and empowered as plans and projects related to the shared vision move forward? How would you increase the engagement of newer residents and promote efforts for collaboration between the community's longtime and newer residents? Cite specific examples of efforts that you have undertaken in previous positions to illustrate your approach to this issue.
2. The Natick Town Administrator must be a dynamic leader who has a proven track record of building a strong management team. This skill and experience is particularly important as Natick, like other communities, faces a changing workforce as experienced staff moves into retirement. Please describe the process and practices utilized by you to develop, support, and measure the effectiveness of the Management Team in other communities in which you served? Include in your comments elements of training and development, team meeting models, communication methods, and means of holding team members accountable.

3. Managing personnel issues within an organization is often a difficult balancing act that requires great care to insure that each individual employee contributes to their maximum effectiveness, and feels connected to the overall mission of the organization. Often, different personality types and informal groups that establish themselves complicate this challenge. As the leader of an organization you could encounter a situation like this:

Joe Smith has been working for the Town in the Public Works Department for 18 years. He has always received very positive performance evaluations and has been promoted twice based on his work ethic, performance, and job knowledge. Everyone likes Joe. He is quick to lend a hand on work projects and to offer his help off hours for people's personal issues (helping people move, volunteering at fundraising events, etc.). His family is also extremely well liked throughout the community. His mother was the High School's Nurse for 30 years. Several years ago, Joe's wife tragically passed away.

Recently, Mary was hired as a new employee at the Community Center, which is maintained by the DPW Division in which Joe works. Joe and Mary quickly developed a friendly relationship based upon some mutual interests. However, Joe's interest in a different type of relationship became quickly apparent and was politely dismissed by Mary. Joe's efforts became more intense, including unexpected visits to her home and attendance at after-work gatherings and events Mary had typically attended but that Joe had previously eschewed. Mary made complaints to the DPW Director that resulted in disciplinary warnings to Joe, but the behavior continued.

The matter is now presented to you as Town Administrator. Describe the various considerations you need to make, and explain in detail how you would handle this matter particularly in relation to those considerations.

Community Paradigm Associates, LLC

1 Saddleback

Plymouth, Massachusetts 02360

Memorandum

To: Amherst Select Board
From: Bernard Lynch
Date: March 9, 2016
Re: Search Status and Proposed Select Board Interview Process

The purpose of this memo is to provide the Select Board with a status report on the Town Manager search, and propose a plan for the Select Board Interview Process that will occur after the Screening Committee finishes its work, and will hopefully result in the selection of a Town Manager for Amherst that can successfully continue moving the Town forward. I present the plan at this time so that we can all set aside the necessary time in our schedules.

Status

We had a very productive initial meeting with the appointed Screening Committee on March 2nd. The Committee is very impressive in its backgrounds, experiences, and commitment to the Town and task at hand. The members appointed a Chair and Clerk after which, we reviewed the process, set several meeting dates for interviews and deliberations, and discussed interview questions. The committee made a number of recommendations of questions that would delve further into some of the finer points of the Position Profile, and help the members in narrowing the preliminary field of candidates to the finalists.

As of today I have received 38 résumés of candidates that objectively meet the requirements of the position and I am expecting another 4-5 by the deadline. I am very pleased with the results of our efforts to bolster the applicant pool through outreach and recruiting. I will work to narrow the field to the 8 or 9 that will be interviewed by the Screening Committee. We also have another 24 candidates that have applied but do not in any way meet the requirements of the position.

The Screening Committee will be receiving the résumés of the candidates to be interviewed during the week of March 14th with interviews planned for the week of March 21st and the 28th. The Committee will narrow the field to the potential finalists and I will perform background reviews, with the final decision on finalists for the Select Board planned for the first week of April, and presentation of names on April 11th.

Select Board Interview Process

After the Select Board receives the names of finalists on April 11th we will work to set up the interviews for the week of April 25th. It is our goal that the process be quite comprehensive to elicit the most information from the finalists as to their skills, experience, style and overall fit with the Amherst community. As part of the process the Select Board is the ultimate decision maker but we want to also include the public and staff within the process.

Accordingly, working with Peter Hechenbleikner and Deb Radway, I am suggesting the following format. We are setting aside each day during the week of April 25th with finalists coming to Amherst beginning on that Monday and each day thereafter as needed. The Interview Day(s) will consist of the following:

- | | |
|---------|--|
| 9:00 AM | Meet with the Select Board for a relatively quick introductory session to say hello, learn a little bit about the candidate in a relatively informal setting |
| 10:00AM | Finalist receives a tour of the Town visiting key facilities and sites in the Town and meeting some key staff. |
| 12:30PM | Lunch (with?????) |
| 2:00PM | Break |
| 3:00PM | Community Meeting to introduce to the public and any staff and hear about issues and receive questions. |
| 4:30PM | Break |
| 6:30PM | Formal Interview with the Select Board for approximately two hours. |

I plan to provide the Board with some suggested questions relating to skills, experiences and some Amherst specific issues that can drive the discussion.

It is anticipated that the Select Board will be able to reach a decision on appointing the Town Manager at their meeting on May 2nd at which time the Town and the selected candidate can commence negotiations for an employment agreement.

Please feel free to give me your thoughts on the process as outlined so that we adequately meet your expectations and ensure that the Board obtains the best outcome. And, please contact me with any questions you might have pertaining to the status of the search, or the proposed process.

Town of Hamilton



TOWN MANAGER FINALISTS

Application Materials and References Report

July 24, 2018



COMMUNITY PARADIGM ASSOCIATES, LLC

Joseph Domelowicz

Joseph Domelowicz is currently serving as Assistant Town Manager in Winthrop (population 18,000), which has an operating budget of \$59.47 million. He assists in the oversight of departments, budget development, capital improvement project priorities, managing large planning projects, and seeking and managing state and federal grants. He also is responsible for economic development planning as well as energy management and planning. Prior to that, he was an energy assurance analyst/project coordinator for URS Corp., which is an international engineering and consulting corporation. He has also worked for the Metropolitan Area Planning Council as a senior municipal services coordinator. Earlier in his career, he worked as a newspaper reporter/editor for about 12 years. Mr. Domelowicz holds a bachelor's degree in English from State University of New York at Buffalo and a master's degree in Public Affairs from UMass Boston.

Reference Comments

The following reference comments were provided by five individuals currently serving as appointed officials and/or department heads in Winthrop, North Andover, and Swampscott as well as a high-ranking member of Governor Baker's administration.

Mr. Domelowicz is described as someone who excels at managing projects, problems, and people. References said he knows how to assess projects and tasks, and understands the resources, needs, and how to get a job done.

He is described as someone with solid contacts at the state and community level. References said he is considered a key person in Winthrop who served as a great asset to the interim town manager there. References said he is good at managing people, including department heads. He is said to have strong listening skills and knows how to talk to people. References described Mr. Domelowicz as thoughtful, well spoken, meticulous, a hard worker, dedicated, and an excellent writer. References said he is well liked by fellow staff members and is willing to roll up his sleeves and do whatever the job requires.

As chairman of the Article 6 Committee in Swampscott, which is a committee set up to explore regionalization, consolidation, outsourcing, and better service delivery for the same or lower costs, Mr. Domelowicz is said to be a top contributor to the team and someone who is savvy, creative, passionate, and committed. He is described as being highly approachable, innovative, decisive, and collaborative.

Mr. Domelowicz is experienced at grant writing, good at providing a different perspective, and understands conservation laws and the need to protect natural resources, a reference said. He is good at team building, is a consensus builder, and understands municipal government, according to his references.

As a Town Meeting member in Swampscott, Mr. Domelowicz is described as someone who can read other people and a room well, that he encourages others to share and discuss ideas, and that he is a person with whom others enjoy working.

One reference, who is well acquainted with Mr. Domelowicz's work in Winthrop, Chelsea and Swampscott, described him as someone who is extremely approachable and very inclusive. The reference said he has great communication skills, looks to find consensus on issues, and is willing and able to ask others' advice when he doesn't know the answer. He said he is a good team player and seeks to build consensus.

The member of Governor Baker's administration described Mr. Domelowicz as being skilled at relationship building, engaging, talented, and a good communicator. The state official said he appointed Mr. Domelowicz to a state board and relied on him to gather important data and information that served to help him make informed decisions. The reference said he could count on Mr. Domelowicz to always do the right thing regardless of any political or outside pressure. The state official said Mr. Domelowicz is committed to the profession of municipal management, is someone upon whom others can rely, and is an "awesome" person and professional.

FIRM PROFILE

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

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

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

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

Senior Associate Rocco Longo has devoted his career to local government, including 46 years working in the municipal sector with 34 of those years as a municipal manager. He served as the Chief Administrative Officer in the towns of Billerica, Marshfield, Duxbury, and Northborough in Massachusetts, as well as in the City of Wellsburg in West Virginia. Mr. Longo has extensive experience

in strategic planning, organizational development, team building, financial management, budgeting, collective bargaining, and personnel management. He directed major construction projects including a library, senior center, seawall, and ball fields as well as substantial reconstruction of school buildings. Mr. Longo was responsible for budgets of up to \$120 million and for organizations with as many as 550 employees. He served on both the Massachusetts Municipal Association Board of Directors and the Massachusetts Municipal Managers Association Executive Board for two terms. Mr. Longo holds a Master of Public Administration from West Virginia University and a bachelor's degree in Political Science from Salem College.

Senior Associate Mary Beth Bernard has 16+ years of municipal experience, including serving as the Assistant Town Manager of Foxborough and as Human Resources Director in Westwood and Wrentham. Ms. Bernard has extensive experience in recruiting, hiring, contract negotiations, compliance, and employee training and development. She earned a Bachelor of Science degree in psychology from Boston State College. Ms. Bernard is an SHRM senior certified professional and earned a Graduate Certificate in Local Government Leadership and Management from Suffolk University's Moakley Center.

Senior Associate Ray Santilli has nearly 40 years of experience working in the municipal sector, including 17 years as the Assistant Town Manager in North Andover, Mass. Mr. Santilli also served as a purchasing director, director of community services, and human resources director in North Andover, and as Planning/Budget/Personnel Director for the Cambridge Police Department. He earned his Master of Business Administration from Boston College and a Bachelor of Science degree in Criminal Justice from Northeastern University.

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

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

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

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

Client List

- **Executive Recruitment**

- Municipal

- Town of Winchendon, Town Manager (2015)
- Town of Amherst, Town Manager (2016)
- Town of Wellesley, Executive Director (2016)
- Town of Scituate, Sewer Superintendent (2017)
- Town of Shrewsbury, Town Manager (2017)
- Town of Leicester, Town Administrator (2017)
- Town of Plympton, Town Administrator (2017)
- Town of Norfolk, Town Planner (2017)
- Town of Salem, NH, Town Manager (2017)
- Town of Norwood, General Manager (2017)
- Town of Lynnfield, Town Administrator (2017)
- Town of Ipswich, Town Manager (2018)
- Town of Natick, Town Administrator (2018)
- Town of Boxborough, Town Administrator (2018)
- Town of Avon, Town Administrator (2018)
- Town of Weston, Town Manager (2018)
- Town of Wayland, Town Administrator (2018)
- Town of Hamilton, Town Manager (2018)
- Town of Oxford, Town Manager (2018)
- Town of Stoughton, Town Manager (2018)
- Town of Walpole, Community Planning Director (2018)
- Town of Bourne, Director of Finance (2018)
- Town of Becket, Town Administrator (2019)
- Town of Coventry, RI, Town Manager (Ongoing)
- Town of Rutland, Town Administrator (2019)
- Town of Sturbridge, Town Administrator (2019)
- Town of Adams, Town Administrator (2019)
- Town of Brewster, Town Administrator (2019)
- Town of Norfolk, Town Administrator (2019)
- Town of Ashland, Town Planner (2019)
- Town of Lakeville, Town Administrator (Ongoing)
- Town of Marion, Town Administrator (Ongoing)
- Town of Great Barrington, Town Manager (Ongoing)
- Town of Rockland, Town Administrator (Ongoing)
- Town of Rockland, Town Accountant (Ongoing)
- Town of Palmer, Town Manager (Ongoing)
- Town of Dedham, Town Manager (Ongoing)
- City of Methuen, Chief Administrative and Finance Officer (Ongoing)

- Non-Profit/Quasi-Governmental
 - Merrimack Valley Planning Commission, Executive Director (2016)
 - Massachusetts Police Accreditation Commission, Program Manager (2017)
 - Massport Community Advisory Committee, Executive Director (2018)
 - Metro South/West WIOA / Partnerships for a Skilled Workforce, Executive Director (2018)

- **Public Management Projects**
 - Town of Longmeadow: Selectmen/Town Manager Roles and Responsibilities and Setting of Joint Goals and Objectives
 - Town of Southampton: Government Study and Charter Development
 - Town of Winchendon: Personnel System
 - Town of Millis: Budget Improvement Project
 - Town of Framingham: Downtown Re-Development/Urban Center Housing
 - Town of Ashburnham: Risk Assessment Project
 - Town of Sharon: Operational Review of Health Department
 - Town of Adams and Cheshire: Facilitation with Adams/Cheshire Regional School District
 - Town of Westminster: Government Study/Town Charter Project
 - Town of Shrewsbury: Organizational Assessment
 - Town of Auburn: Selectmen on Aging/Elder Services Operational Evaluation
 - Town of Norwood: Conservation Commission Operational Evaluation
 - Town of Bridgewater: Strategic Plan
 - Town of Auburn: Position Description Review
 - Town of Pembroke: Capital Plan
 - Massachusetts Municipal Management Association: Strategic Planning

- **Interim Management**
 - Town of Winchendon, Interim Town Management
 - Town of Avon, Interim Town Management

- **Non-Profit/Private Sector Projects**
 - Axuda
 - Development of non-profit peer-to-peer micro-lending program
 - Community relations
 - Colonial Power Group, Inc.
 - Government relations/Marketing and communications
 - Sustainable Strategies 2050, LLC
 - Government relations



COMMUNITY PARADIGM ASSOCIATES, LLC

COMPLETED

MASSACHUSETTS MUNICIPAL EXECUTIVE RECRUITMENT CLIENT REFERENCE LIST

Client	Reference	Address	Phone #	Email Address
Weston, MA Town Manager	Tom Wenham Search Committee Chair	11 Town House Rd Weston, MA 02493	781-786-5000	tom@tgWenham.com
Wayland, MA Town Administrator	Lea Anderson BOS Chair	41 Cochituate Rd Wayland, MA 01778	508-358-7701	landerson@wayland.ma.us
Norwood, MA General Manager	Michelle Pizzi HR Director	Town Hall, 566 Washington St., Norwood, MA 02062	781-762-1240 x178	mpizzi@norwoodma.gov
Brewster, MA Town Administrator	Mark Forest Interim Town Administrator	2198 Main St. Brewster, MA 02631	508-896-3701	mforest@brewster-ma.gov
Hamilton, MA Town Manager	Shawn Farrell BOS Chair	577 Bay Road Hamilton, MA 01936	978-626-5202	sfarrell@hamiltonma.gov
Wellesley, MA Executive Director	Scott Szczebak HR Director	525 Washington St., Wellesley, MA 02482	781-431-1019	sszczebak@wellesleyma.gov
Natick, MA Town Administrator	Steve Levinsky Search Comm. Chairman	Town Offices 13 E. Central St., Natick, MA 01760	508-314-1695	levinskytasc@gmail.com
Amherst, MA Town Manager	Deborah Radway HR Director	4 Boltwood Ave. Amherst, MA 01002	413-259-3119	radwayd@amherstma.gov
Shrewsbury, MA Town Manager	Maurice DePalo Selectman	100 Maple Ave., Shrewsbury, MA 01545	508-841-8504	moedepalo@townisp.com
Ipswich, MA Town Manager	William Craft Selectboard Chair	25 Green St. Ipswich, MA 01938	978-356-6604	craft@eatoncummings.com
Leicester, MA Town Administrator	Harry Brooks BOS Chairman	3 Washburn Sq., Leicester, MA 01524	508-782-8420	BrooksH@LeicesterMA.org
Plympton, MA Town Administrator	Christine Joy BOS Chairman	5 Wenham Road, Plympton, MA 02367	781-585-2700	cjoy@town.plympton.ma.us
Boxborough, MA Town Administrator	Susan Bak BOS Chair	Town Hall 29 Middle Road Boxborough, MA 01719	978-264-1712	smbak55@gmail.com

Client	Reference	Address	Phone #	Email Address
Avon, MA Town Administrator	Steven Rose BOS Chair	65 East Main St. Avon, MA 02322	508-588-0414	srose@avon-ma.gov
Lynnfield, MA Town Administrator	Christopher Barrett Selectmen Chair (during search)	55 Summer St. Lynnfield, MA 01940	781-334-9410	cbarrett@town.lynnfield.ma.us
Northfield, MA Town Administrator	Tracy Rogers Selectboard Chair	69 Main St. Northfield, MA 01360	413-498-2901	Trogers.northfield@gmail.com
Bourne, MA Director of Finance	Thomas Guerino Town Administrator	24 Perry Ave. Buzzards Bay, MA 02532-3441	508-759-0600	TGuerino@townofbourne.com
Oxford, MA Town Manager	Cheryll Leblanc Selectmen Vice-Chair	325 Main St. Oxford, MA 01540	508-987-6027	Cheryll.Lebanc@gmail.com
Winchendon, MA Town Manager	Michael Barbaro BOS Chair	109 Front St., Winchendon, MA 01475	978-833-7069	MikeB@town.winchendon.ma.us
Norfolk, MA Town Planner	Jack Hathaway Town Admin.	Town Hall, 1 Liberty Lane, Norfolk, MA 02056	508-440-2855	jhathaway@norfolk.ma.us
Stoughton, MA Town Manager	Robert O'Regan BOS Chairman	10 Pearl Street Stoughton, MA 02072	781-341-1300	roregan@stoughton-ma.gov
Walpole, MA Community Planning Director	James Johnson Town Admin.	135 School Street Walpole, MA 02081	508-660-7304	jjohnson@walpole-ma.gov
Becket, MA Town Administrator	Katherine Warden Search Committee Chair	557 Main St. Becket, MA 01223	518-466-1267	KWarden319@gmail.com
Rutland, MA Town Administrator	Sheila Dibbs BOS Chair	250 Main St. Rutland, MA 01543	508-886-4100	Shdibb@gmail.com
Adams, MA Town Administrator	Christine Hoyt Board of Selectmen	8 Park St. Adams, MA 01220	413-743-8300 Dept. #170	choyt@town.adams.ma.us
Sturbridge, MA Town Administrator	Mary Dowling Board of Selectmen	308 Main St. Sturbridge, MA 01566	508-347-2500	dowlingmsgb@aol.com
Norfolk, MA Town Administrator	Scott Bragdon HR Director	One Liberty Lane Norfolk, MA 02056	508-440-2826	sbragdon@norfolk.ma.us
Ashland Town Planner	Michael Herbert Town Manager	101 Main St. Ashland, MA 01721	508-881-0100 ext. 7911	MHerbert@ashlandmass.com



COMMUNITY PARADIGM ASSOCIATES, LLC

ONGOING MUNICIPAL EXECUTIVE RECRUITMENT CLIENT REFERENCE LIST

Client	Reference	Address	Phone #	Email Address
Great Barrington, MA Town Manager	Steve Bannon Selectboard	334 Main St. Great Barrington, MA 01230	413-528-1619 ext. 2	scbannon@gmail.com
Coventry, RI Town Manager	Ed Warzycha Interim Town Manager	1670 Flat River Road Coventry, RI 02816	401-822-9186	townmanager@coventryri.org
Lakeville, MA Town Administrator	Clorinda Dunphy Human Resources	346 Bedford St. Lakeville, MA 02347	508-946-8800	cdunphy@lakevillema.org
Marion, MA Town Administrator	Paul Dawson Town Administrator	2 Spring St. Marion, MA 02738	508-748-3500	pdawson@marionma.gov
Methuen, MA Chief Administrative and Financial Officer	Paul Fahey Chief of Staff	41 Pleasant St. Methuen, MA 01844	978-983-8505	pfahey@ci.methuen.ma.us
Rockland, MA Town Administrator	Marcy Birmingham Interim Town Administrator	242 Union St. Rockland, MA 02370	781-871-1874 ext. 1100	mbirmingham@rockland-ma.gov

Brief résumé of principals and staff to be assigned to the project.

The following individuals will be assigned to this project, with résumés attached:

- Bernard Lynch, Principal and Project Lead
- Sharon Flaherty, Senior Associate
- Raymond Santilli, Senior Associate

In addition, Community Paradigm utilizes the services of Creative Services, Inc. for pre-employment screening that includes Criminal History Search, employment verification, motor vehicle driving record, and Fair Credit Reporting review. A firm profile is included within this section.

PROFESSIONAL EXPERIENCE

Community Paradigm Associates, LLC 2014-Present

Founder and Principal of multi-faceted consultancy with specialties in municipal law and process, economic and community development, public policy, process improvement, social innovation, tactical research and solutions, building high-performing organizations, public finance, thought leadership, strategic analysis and counsel, vision articulation, collaborative decision-making, and community sustainability. Current clients include but are not limited to the following:

- Municipalities seeking greater operational efficiencies and economic development
- Municipalities and Non-profits requiring assistance with executive recruitment
- Non-profits exploring and implementing social entrepreneurship opportunities
- Private developers interested in creating sustainable, high quality projects.
- Alternative energy ventures

City of Lowell, MA 2006-2014

City Manager, serving as Chief Executive Officer of Massachusetts' 4th largest city, with duties and responsibilities including strategic planning, financial management, operating and capital budget preparation and review, human resource management, collective bargaining, procurement, direction of city departments, coordination of elected and appointed boards and committees, etc. Major accomplishments of tenure include:

- Managed a financial turn-around and stabilization of the City after a bond downgrade and state notification of more stringent reporting requirements. Accomplished through the establishment and implementation of financial management policies, a strategic financial plan and sound budgeting system. Financial reserves as a percentage of the operating budget were increased from 2% to 9% during the period of 2006-2014 while the property tax levy below the limits of Proposition 2 ½ was increased by more than 100%. During this period the City experienced several bond rating upgrades and state reporting requirements were lifted.
- Instituted innovative data based management system modeled on Baltimore's CITISTAT program resulting in increased efficiencies and cost savings.
- Restructured City organization to create a revamped permitting and inspectional services function connected to City's planning and development operations for greater accountability, streamlined processes and user responsiveness.
- Directed and coordinated the implementation of a robust and detailed performance based budget document that served to provide communication of city operations, increase departmental planning and improve legislative resource allocation decisions.
- Prioritized the City's relations throughout the community with a focus upon transparent decision-making and responsiveness in order to increase accountability utilizing personal interactions and social media platforms for providing information and receiving citizen feedback.
- Implemented various personnel policies and operational procedures including the negotiation of changes in employee health insurance coverage to significantly reduce costs for the City and employees and address long term post-employment liabilities, and major changes in the City's collective bargaining agreements.
- Successfully recruited major corporate and retail businesses to locate in the City, including Motorola, Verizon, Plum Choice, Lowe's, and Target. Oversaw the private development of the \$800,000,000 Hamilton Canal District project and completion of the \$500,000,000 Boott Mills project.

- Developed high performing team of managers and employees. Recruited and hired all major department heads including Finance Director, Treasurer, Public Works Director, Planning and Development Director, Police Chief, Fire Chief, Library Director.
- Significantly improved crime rates via initiatives such as targeted deployments, establishing a multi-agency Anti Gang/Youth Development Task Force, law enforcement partnerships, and increased community policing.
- Developed and implemented first ever City Capital plan resulting in nearly \$200 million investment in city facilities including a new elementary school, new downtown parking garage, rebuild of water and wastewater plants, energy service contract for all municipal buildings, solar farm, parks and roadway improvements, downtown traffic reconfiguration, replacement of DPW fleet, and construction of a public safety communication and emergency operations center.

Town of Chelmsford, MA 1986-2006

Town Manager (1989-2006), first Town Manager serving as Chief Executive Officer with duties and responsibilities including financial management, operating and capital budget preparation and review, human resource management, collective bargaining, procurement, direction of town departments, coordination of elected and appointed boards and committees, grant writing, long term planning, etc. Major accomplishments of tenure include:

- Established and implemented financial management policies and a long-term financial plan and an award winning budgeting system. Financial reserves were increased from \$340,000 to \$8,000,000 during the period of 1992-2003 while property taxes were held below the limits of Proposition 2 1/2; and the Town experienced bond rating upgrades.
- Implemented various personnel policies and procedures including the negotiation of changes in employee health insurance coverage to reduce costs, and major changes in Town's collective bargaining agreements in order to reduce costs and increase operational efficiencies
- Established town's first consolidated Public Works Department, Public Facilities Department, Finance Department and Community Development Office; recruited and hired all department heads including Public Works Director, Finance Director, Community Development Director, Police Chief and Fire Chief,
- Led efforts to support and subsequently oversaw construction of a new Police Station, Library and reconstructed elementary school; and managed the acquisition and control of a municipal golf course and municipal ice rink. All projects were accomplished without Proposition 2 1/2 overrides or exemptions.
- Responsible for oversight of the redevelopment of Chelmsford Center; and the renovation and expansion of Chelmsford High School and two middle schools which were funded through a Proposition 2 1/2 exemption.

Executive Secretary (1986-1989), serving as Chief Administrative Officer at the direction of the Board of Selectmen, with duties and responsibilities including, budget preparation and review, human resource management, collective bargaining, procurement, coordination of town departments and appointed boards and committees, grant writing, long term planning, etc. Major accomplishments include construction of a new Senior Center and multi-purpose recreation complex, implementation of a town-wide sewer project and acquisition of a major multi-jurisdictional conservation area.

Prior Experience

Bernard Lynch and Associates, Independent Consultant, 1983-1986

Methuen Neighborhood Development Corporation, Executive Director, 1982-1983

Town of Chelmsford, Community Development Coordinator, 1980-1982

ACADEMIC EXPERIENCE

Moakley Center for Public Management, Suffolk University 2014-Present

Senior Fellow and Adjunct Faculty, in Graduate School of Management offering courses in Public Finance, Labor Relations, Strategic Leadership and Community Engagement.

University of Lowell and University of Massachusetts-Lowell 1980-Present

Adjunct Faculty, in Political Science Department offering courses in American Government, Public Administration, Urban Politics, Public Policy, State and Local Government, and Fiscal Policy.

EDUCATION

Master of Public Administration, University of Massachusetts-Amherst (1980)

Bachelor of Science in Political Science, University of Lowell (1978)

PROFESSIONAL AFFILIATIONS AND COMMUNITY SERVICE

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

SUMMARY

A results-oriented professional experienced in adult education, career counseling, research, public relations, marketing, communications, project management, and community relations. Strong writing and interviewing skills. Demonstrated success in developing and maintaining municipal, business, and community relationships.

**PROFESSIONAL
EXPERIENCE**

COMMUNITY PARADIGM ASSOCIATES, 2014-present

Senior Associate, Plymouth, MA

- Conduct interviews; recruit applicants; candidate management.
- Research and author strategic plans, client proposals, presentations, and communications.
- Develop and manage communications, public relations, proposals, projects, and marketing for consultancy focused on municipalities, nonprofits, and related businesses.
- Create ad copy and project collateral; manage client projects.

CAPE COD FIVE CENTS SAVINGS BANK, 2015-2016

Marketing Communications Officer, Orleans, MA

- Created and implemented marketing and promotional campaigns, including collateral, direct mail, social media, web banners, email, and SEO/SEM.
- Developed and implemented marketing communications and promotional strategic plans to increase customer base and deepen customer relationships.
- Steered media strategy, digital messaging, brand positioning, brand awareness, marketing collateral, public relations, and internal and external communications.
- Authored weekly internal newsletter, press releases, executive speeches, scripts, marketing copy, talking points, industry articles, and social media posts.
- Negotiated with and managed external vendors, creative agencies, and design firms.
- Led cross-functional project teams to market new products and acquisitions.
- Managed large-scale events for internal and external audiences.

JEANNE D'ARC CREDIT UNION, 2010-2015

Assistant Vice President – Marketing and Communications, Lowell, MA

- Constructed and managed \$1.2 million annual marketing and \$1 million ecommerce budgets.
- Managed and coached ecommerce team and marketing team.
- Generated new revenue streams resulting in \$100,000 of additional annual income.
- Created Print On Demand document center to reduce waste and increase efficiency.
- Managed creation and updates of website, microsites, and landing pages.
- Crafted and implemented regional marketing campaigns, including email blasts, brochures, direct mail, social media, SEO/SEM, and community outreach.
- Authored all press releases, industry articles and columns, executive summaries, scripts, social media and blog posts, internal communications, and marketing copy.
- Negotiated with and managed external vendors, creative agencies and design firms.
- Steered digital messaging, branch merchandising, internal and external communications, public relations, brand positioning, card designs, and marketing collateral.
- Led cross-functional teams to develop and market new products and services.
- Gained status leading annual foundation fundraiser, raising \$300,000 since 2010.
- Conceptualized and produced cable access show highlighting community relationships, financial education, and corporate philanthropy.

MIDDLESEX COMMUNITY COLLEGE, 2011-2015

Adjunct Professor – Business Department, Bedford and Lowell, MA

- Taught business courses to a widely diverse student population, ages 17 to 70.
- Developed and assessed course curriculum; student assessment and counseling.
- Assisted students with résumé and cover letter writing.

THE SUN/MEDIANEWS GROUP, 1995-2010

***Editorial Page Editor*, Lowell, MA**

- Mentored and coached newsroom reporters and correspondents.
- Chaired editorial board meetings with national, state, and local government officials, business, and academic leaders, and community/neighborhood representatives.
- Authored daily editorials and periodic columns to provide consistent messaging.
- Managed all facets of social media outreach and video content.
- Initiated strong engagement with community organizations.
- Represented newspaper on radio and cable television, and served on media panels.

***Metro Editor*, Lowell, MA**

- Mentored and coached staff of 25 newsroom reporters and correspondents.
- Prepared website content, approved video content, managed social media messaging.
- Edited articles, wrote headlines, designed pages, led team in creating news packages.
- Managed news content for *The Broadcaster*, 65,000-circulation weekly newspaper.

***Education Reporter*, Lowell, MA**

- Delivered daily coverage of local, state, and national education issues, including the University of Massachusetts Lowell and Middlesex Community College.

***Reporter*, Lowell, MA**

- Crafted news content for various communities, reporting and writing articles and features on government, education, business, health care, politics, crime, and human interest.

EDUCATION

Rivier University, Master of Business Administration, Summa Cum Laude

Southern New Hampshire University, Master of Arts, English, Summa Cum Laude

Rivier University, Bachelor of Arts, Communications, Summa Cum Laude

COMMUNITY AFFILIATIONS

Plymouth Cultural Council, 2016-present

Rebuilding Together Lowell, Board of Directors, 2010-2015

Greater Lowell Community Foundation, Nonprofit Grant Distribution Committee 2010-2015

Greater Lowell Community Foundation Advisory Board, 2010-present

Lowell Youth Development Collaborative, Board of Directors, 2006-2015

AWARDS

Credit Union Executive Society Golden Mirror Awards for Marketing

- Public/Community Relations; Website; Segmented Marketing

Credit Union National Association Diamond Awards for Marketing

- Social Media; Logo; Brand Awareness; Community/Public Relations

Journalism Awards (sample)

- Journalist of the Year, New England Press Association
- Business Feature, 1st Place, New England Press Association
- Human Interest, 1st Place, New England Newspaper Association
- Spot News, 1st Place, New England Press Association

RAYMOND T. SANTILLI

Cell (781) 775-7442

Email: santilli@rcn.com

EDUCATION

Boston College, Chestnut Hill, Massachusetts. Masters in Business Administration

Northeastern University, Boston, Massachusetts. Bachelor of Science in Criminal Justice

WORK EXPERIENCE

Town of North Andover, Massachusetts

Assistant Town Manager

September, 2001 to September, 2018

Duties include providing senior level analysis, consultation, and assistance to the Town Manager on strategic, operational, intergovernmental, and community relations issues; conducting research, analyzing information, and making effective recommendations as to course of action(s) in the planning and implementation of projects and programs; representing Town and/or Town Manager before other governmental bodies, citizen groups and regional organizations; fiscal responsibilities including assist in developing and preparing annual operating and capital improvement budgets; oversee all major projects that are components of the Town's Facilities Master Plan; administering the development of proposals for collective bargaining negotiations and conduct negotiations as required; risk management responsibilities include administering the Town's casualty and liability insurance programs; performing public relations responding to citizen concerns, answering questions and providing information; and assignment of special projects and additional responsibilities as directed by the Town Manager.

Purchasing Director

November, 2009 to September, 2018

Responsible for overseeing all purchasing functions for municipal departments; ensuring the Town engages in cost effective purchasing procedures and contract management, and is in compliance with Massachusetts laws governing procurement of supplies, services, materials, equipment, construction projects, telecommunications, and utilities; and providing assistance to School Department as needed.

Director, Community Services Division

October, 2004 to June, 2013

Responsibilities include management and supervisory oversight of the Veterans Services Department, Elder Services Department, Stevens Memorial Library, Youth & Recreation Services Department, and The Stevens Estate.

Human Resources Director

September 2001 to April, 2011

Responsibilities include advising Town Manager on various personnel matters including compensation and classification practices, recruitment of employees, maintenance of personnel records, interpretation of contract provisions, and use of personnel and resources; directing training and development programs for Town employees; administering worker's compensation, health and disability insurance programs to include budgetary responsibility, payment of claims, training and open enrollment process; overseeing the administration of the Town's performance review process ensuring that division directors/department heads are completing regular and probationary

performance reviews on a timely basis; and counseling management and employees on various personnel and Town-related issues.

Cambridge Police Department Cambridge, Massachusetts

Director, Planning/Budget/Personnel

August, 1986 to September, 2001

Supervise Planning, Budget & Personnel Unit including Crime Analysis, Payroll/Personnel, Accounts Payable, and Grants Administration. Report directly to the Police Commissioner. Duties in planning area include program planning, implementation and evaluation, short and long range operational planning, administration of grant awards (community policing, domestic violence, etc.), and oversee implementation and operation of records management system within Department. Budget duties include oversight of department operating budget, fiscal budget preparation, ongoing budget analysis and evaluation, and supervision of accounts payable system and purchases. Personnel duties include coordination of screening process and hiring of police officers and civilian staff, handling of all collective bargaining grievances and discipline matters, handling of civil service issues, representing Department in collective bargaining sessions with superior officers, patrol officers, traffic supervisors and clerical unions, implementation of City and Department personnel policies and procedures, and supervision of payroll system and personnel records. Work on special projects and audits at the direction of the Police Commissioner.

Senior Operations Analyst

August, 1983 to August, 1986

Management Analyst

March, 1979 to August, 1983

PROFESSIONAL AFFILIATIONS

Massachusetts Municipal Management Association (MMA)

Eastern Massachusetts Soccer Officials Association (EMSOA)

United States Soccer Federation, Referee Grade 8 (USSF)

COMMUNITY SERVICE

Chair, Town of Burlington Task Force on Community Emergencies – 2014

Burlington Town Meeting Member – 1994 to 1999 (elected 1994; re-elected 1996)

Burlington Recreation Department, Boys Basketball Program Director/Age Director – 1995 to 2011

Burlington Youth Soccer Association, President – 1996 to 2000, Board of Directors – 1993 to 2005,
Coach – 1992 to 2003

REFERENCES

References will be furnished upon request.



Creative Services, Inc.

**Not ALL background checks are created equal.
Screen smart. Hire with confidence. Get the advantage.**



Employment Screening Solutions

Creative Services, Inc.

p. (800) 227-0002

f. (508) 339-2352

www.creativeservices.com

STATEMENT OF WORK

*CSI Confidential &
Proprietary*



Creative Services, Inc. ♦ Phone: (800) 227-0002 ♦ Fax: (508) 339-2352

Pre-Employment Screening Services

Prepared For

COMMUNITY PARADIGM ASSOCIATES

Objective

To provide COMMUNITY PARADIGM ASSOCIATES with a consistent and comprehensive pre-employment screening program that will minimize losses and maximize profits by helping your company make informed applicant decisions and manage the risks associated with the hiring process, and promote long-term retention.

Benefits

With an investment in the Creative Services, Inc. pre-employment screening program, employers can realize savings by identifying potential problem employees before hiring, thereby reducing costs associated with turnover, absenteeism, internal theft, workplace violence and liability claims. With our resources and expertise in assessing and evaluating hard-to-obtain and sensitive information, CSI's screening program frees your personnel from conducting time-consuming and complicated research while ensuring your company's compliance with legal hiring requirements.

Creative Services, Inc. Profile and Mission Statement

Creative Services, Inc. is a national background screening and security-consulting firm headquartered in Mansfield, Massachusetts, with a Nuclear Screening Operations Center located in Chapin, South Carolina. CSI has established a reputation for providing quality service to government contractors, private companies and publicly held corporations since 1976, and is recognized for its excellence in servicing industries with specialized needs, such as those requiring strict compliance with guidelines set forth by the Department of Transportation (DOT), the Drug Enforcement Administration (DEA) and the Nuclear Regulatory Commission (NRC). We keep abreast of compliance requirements through legal counsel, subscription to numerous industry and legal periodicals and membership in industry organizations.

CSI's success has been achieved through a commitment to maintaining a highly skilled management team and staff with diverse technical abilities and expertise, providing the flexibility to meet our clients changing and complex needs. Our screening professionals can interpret, and not merely report, sensitive information. We continue to emphasize the importance of interviewing and investigative skills while incorporating the best informational resources. It is this human element that characterizes the success of our performance as well as our client relationships. CSI delivers responsive, quality service at competitive prices.

CSI's mission is to deliver superior background investigations and exceptional client service to help employers reduce risk and improve workplace safety and security.

Request Procedure

After a field of candidates has been identified by COMMUNITY PARADIGM ASSOCIATES through a preliminary screening and/or initial interview, requests for background investigations may be made by standard mail, fax or on-line. CSI will alert authorized COMMUNITY PARADIGM ASSOCIATES representatives if a request cannot be processed due to missing or illegible information. Regardless of method of request, daily status reports will be issued, which identify the applicants' names and reference numbers on all requests received each day, thus verifying receipt of requests and promptly highlighting any discrepancies.

Reporting and Turnaround Time

CSI's commitment is to provide the most thorough, current and accurate information within the fastest turnaround time possible, with confidentiality and strict adherence to the law always a priority. CSI will provide COMMUNITY PARADIGM ASSOCIATES with partial results of background investigations within an average of three (3) business days for domestic requests (international requests vary).

Reports may be obtained by standard mail, secure email, fax or on-line. Our formal reporting format is uniquely designed to be concise yet informative, highlighted by an introductory "at-a-glance" executive summary which categorizes each of the components investigated. The details are then presented in clearly delineated sections, comparing applicant-supplied information to source-reported information and combining results of specific component-related questions with investigator comments.

Account Management

Each client is assigned a dedicated Account Manager who ensures the timeliness and quality of the work product. While each background investigation is processed by a strategically structured team consisting of intake coordinators, compliance analysts, informational resource experts and verification specialists, the Account Manager acts as the focal point of customer service for each client, applying their knowledge of the client's business to enhance responsiveness.

CSI can also provide a variety of Management Reports, generated at periodic intervals, to assist our clients in monitoring employee population, vendor performance and budget. These reports, which can be tailored to your specifications, include categories such as number of investigations/percentage of criminal records, turnaround time and monetary expenditures.

On-Line Client Access

CSI utilizes a custom software program that would allow COMMUNITY PARADIGM ASSOCIATES to communicate directly with our web site to submit screening requests and access results, if so desired. This system is accessible 24 hours a day, 7 days a week. The program is equipped with multi-level security features that prohibit unauthorized access. Log-ins and passwords are programmed based on client needs.

Fair Credit Reporting Act (FCRA)

All compliance activities are under the direction of our Compliance Department with the assistance of outside legal counsel. In addition to staying current with the Federal Fair Credit Reporting Act, our compliance program includes FCRA state analogues, driver privacy protection laws, and other applicable regulations.

The Federal Trade Commission wrote the "Summary of Your Rights Under the Fair Credit Reporting Act" in 1997. Its content cannot be altered, nor can significant changes be made in formatting.

CSI provides both "Release and Authorization" and "Disclosure & Acknowledgement" Forms for use by our clients. Applicants must sign this document to authorize CSI to conduct a background investigation. This document is made as broad as possible for the widest possible applicability in hiring. It is updated as appropriate based upon changes in federal and/or state law.

FCRA Adverse Action Process

Based on established adjudication, CSI can manage the FCRA process for COMMUNITY PARADIGM ASSOCIATES in accordance with the FCRA and state laws. CSI will direct a Preliminary Adverse Action letter to those applicants who do not meet COMMUNITY PARADIGM ASSOCIATES hiring, retention or promotional criteria. As mandated by the FCRA, CSI can also send a Final Adverse Action letter within the appropriate time frame. In addition, and as required under the federal FCRA, between the preliminary and final notice, CSI will conduct all re-investigation required in the case of applicant dispute.

Summary

CSI appreciates the opportunity to submit this pre-employment screening proposal to COMMUNITY PARADIGM ASSOCIATES. This proposal is valid for forty-five (45) days from the date of this Statement of Work. To accept this proposal, an Agreement/Amendment must be signed and returned.

Our screening programs, screening support and security consulting services are designed to assist our clients *before, during and after* the hiring decision. We look forward to becoming COMMUNITY PARADIGM ASSOCIATES's *partner in the employee selection process*.



CREATIVE SERVICES, INC.

"Your partner in the employee selection process"

Pre-Employment Screening Profiles:

The following is provided to COMMUNITY PARADIGM ASSOCIATES. Multiple profiles can be selected and additional profiles can be tailored to your specifications drawing on CSI's extensive menu of screening components.

Profile I

- **7-Year Criminal History Search - County/Statewide**
- **7-Year Criminal History Search - Federal**
- **Social Security Trace**
- **National Criminal Record Locator (includes the National Sex Offender Registry Search)**
- **7-Year Sex Offender Registry Search**

Profile II

- **7-Year Criminal History Search - County/Statewide**
- **7-Year Criminal History Search - Federal**
- **Social Security Trace**
- **Education Verification**
- **7-Year Employment Verification**
- **National Criminal Record Locator (includes the National Sex Offender Registry Search)**
- **7-Year Sex Offender Registry Search**

Additional Services:

- **FCRA Administration**
- **Motor Vehicle Driving Record**

Criminal Reporting Guidelines

Consistency in reporting criminal records is essential to complying with all federal and state laws. CSI's criminal reporting guidelines generally are as follows:

Unlimited Felony Convictions*; Five-Year Misdemeanor Convictions*; Pending Criminal Cases; Deferred Adjudication Cases^; Active Warrants.

** Exceptions to CSI's reporting guidelines exist in some states that further restrict the reporting of criminal information.*

^ Deferred adjudication cases are reported when the adjudication on the case is pending a future court date.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

11/14/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Fred C. Church Insurance 41 Wellman Street Lowell MA 01851	CONTACT NAME: Debora Kobelenz	
	PHONE (A/C, No, Ext): 978-322-7287	FAX (A/C, No): 978-454-1865
INSURED Community Paradigm Associates, LLC 1 Saddleback Plymouth MA 02360	INSURER(S) AFFORDING COVERAGE	
	INSURER A: Mount Vernon Fire Insurance Company	
	INSURER B:	
	INSURER C:	
	INSURER D:	
	INSURER E:	
INSURER F:		
NAIC #		
26522		

COVERAGES**CERTIFICATE NUMBER:** 541570982**REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:			PPP2550692	10/5/2018	10/5/2019	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COM/OP AGG \$ 2,000,000 \$ COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$			XL2558186	10/5/2018	10/5/2019	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000 \$ PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> If yes, describe under DESCRIPTION OF OPERATIONS below		N/A				
A	Professional Liability Claims Made Full Prior Acts			PPP2550692	10/5/2018	10/5/2019	\$1,000,000 \$2,000,000 \$2,500 Each Claim Aggregate Retention

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

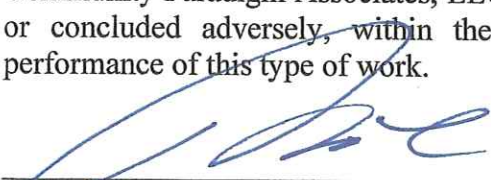
AUTHORIZED REPRESENTATIVE

March 17, 2019

Town of Wenham
138 Main Street
Wenham, MA 01984

To Whom It May Concern:

Community Paradigm Associates, LLC, has had no legal or administrative proceedings, pending or concluded adversely, within the past five (5) years, which relate to the applicant's performance of this type of work.



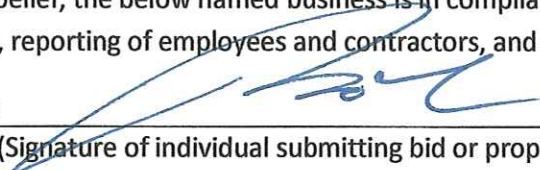
Bernard Lynch, Principal/Manager
Community Paradigm Associates, LLC

TAX COMPLIANCE CERTIFICATION

Pursuant to M.G.L. c.62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, the below named business is in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

March 18, 2019

(Date)


(Signature of individual submitting bid or proposal)

Bernard Lynch, Principal/Manager

(Printed name of person signing bid or proposal)

Community Paradigm Associates, LLC

(Name of business)

1 Saddleback, Plymouth, MA 02360

(Business address)

978-621-6733

(Business phone number)

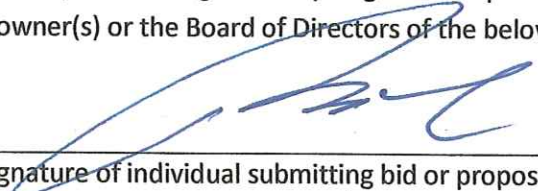
MUST BE RETURNED SIGNED WITH THE SEALED PROPOSAL PACKET

CERTIFICATE OF CORPORATE AUTHORITY

The principal, officer or person to sign below pledges under penalties of perjury, that he or she has been designated by the owner(s) or the Board of Directors of the below named firm as an authorized representative.

March 18, 2019

(Date)


(Signature of individual submitting bid or proposal)

Bernard Lynch, Principal/Manager

(Printed name and title of person signing bid or proposal)

Community Paradigm Associates, LLC

(Name of business)

1 Saddleback, Plymouth, MA 02360

(Business address)

978-621-6733

(Business phone number)

MUST BE RETURNED SIGNED WITH THE SEALED PROPOSAL PACKET

NON-COLLUSION STATEMENT

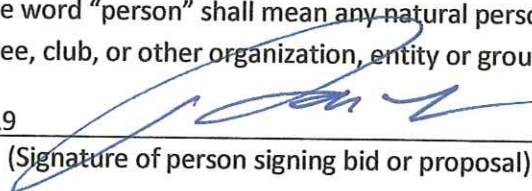
CONTRACTOR'S CERTIFICATION IN BID/PROPOSAL TO BE ATTACHED TO CONTRACT

Any person submitting a Bid or Proposal for the procurement or disposal of supplies and services to any governmental body shall certify in writing, on the Bid or Proposal, as follows:

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

March 18, 2019

(Date)


(Signature of person signing bid or proposal)

Bernard Lynch

(Printed name of person signing bid or proposal)

Principal/Manager

(Title)

Community Paradigm Associates, LLC

(Name of Business)

1 Saddleback, Plymouth, MA 02360

(Business address)

978-621-6733

(Business Phone Number)

MUST BE RETURNED SIGNED WITH THE SEALED PROPOSAL PACKET

SIGNATURE PAGE


The applicant hereby certifies that:

1. The applicant has not given, offered, or agreed to give any gift, contribution, or offer of employment as an inducement for, or in connection with, the award of contract for these services.
2. No consultant to, or subcontractor for the applicant has given, offered, or agreed to give any gift, contribution or offer of employment to the applicant, or to any other person, corporation, or entity as an inducement for, or in connection with, the award to the consultant or subcontractor of a contract by the applicant.
3. That no person, corporation, or, other entity other than a bona fide full-time employee of the applicant has been retained or hired to solicit for, or in any way assist the applicant in obtaining the contract for services upon an agreement or understanding that such person, corporation, or entity be paid a fee or other compensation contingent upon the award of the contract to the applicant.

I hereby attest with full knowledge of the penalties for perjury, as in accordance with Massachusetts G.L. C.7, S.38E that all information provided in this application for services is correct.

Community Paradigm Associates, LLC

Firm



Signee (written)

Bernard Lynch

Signee (typed/printed)

Principal/Manager

Title

March 18, 2019

Date

MUST BE RETURNED SIGNED WITH THE SEALED PROPOSAL PACKET



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

SCOPE OF WORK FOR THE TOWN OF WENHAM TOWN ADMINISTRATOR RECRUITMENT



Table of Contents

Submission Information	1
How the Collins Center Will Assist the Town Recruit a Town Administrator.....	2
Project Approach.....	2
Task One: Understanding the Town and Preparing a Profile	2
Task Two: Networking and Recruitment of Candidates	3
Task Three: Screening, and Presentation of Paper Candidates.....	3
Task Four: Preliminary Interviews	4
Task Five: Reference and Background Checking	4
Task Six: Guidance on Final Interview and Selection	5
Timeline	5
Professional Fees, Expenses and Payment Schedule	5
Resume of Mary Flanders Aicardi, MPA.....	6
Resume of Robert Halpin, MPA.....	7
Recruitments Performed by the Collins Center	8
References.....	10



EDWARD J. COLLINS, JR. CENTER FOR PUBLIC MANAGEMENT
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F: 617.287.5566
mccormack.umb.edu/centers/cpm
collins.center@umb.edu

March 21, 2019

Peter Lombardi
Town Administrator
138 Main Street
Wenham, MA 01984

via email

Dear Mr. Lombardi,

The Edward J. Collins, Jr. Center for Public Management is pleased to provide this scope of services 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 aid 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.

The Collins Center has carried out over 70 successful recruitments in Massachusetts for Town Administrators, Town Managers and key Department Heads. A comprehensive list of Collins Center recruitments is attached. We understand that the manner in which this search is carried out as well as the outcome will serve as a signal to residents of the Town's open and transparent approach to governance.

The Collins Center team will include Mary Aicardi and Robert Halpin. Mary leads the human resources practice for the Collins Center and has worked almost three decades in the public sector human resources and labor relations arena. She has extensive experience in recruitment. Bob is the recently retired Town Manager of Framingham and has decades of public sector experience. Biographies of Mary and Bob are attached.

Following is a comprehensive proposal to provide recruitment services for the 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.

As you know, transactions with the Commonwealth, including the University, are exempt from the provisions of Chapter 30B, the Uniform Municipal Procurement Act (Section 1 (b)(4)).

We are available to begin within ten days of selection. The Collins Center looks forward to working with the Town on this important endeavor.

Sincerely,

A handwritten signature in black ink, appearing to read "Stephen McGoldrick". The signature is fluid and cursive, with the first name "Stephen" and last name "McGoldrick" clearly distinguishable.

Stephen McGoldrick
Director

SUBMISSION INFORMATION

1. Name and address of applicant, telephone number, fax number and email address.

Collins Center for Public Management
McCormack School of Policy and Global Studies
University of Massachusetts Boston
100 Morrissey Boulevard
Boston, MA 02125
Project Manager: Mary Flanders Aicardi, Human Resources Practice Leader
Direct Phone: 508-215-8992
Email: Mary.Aicardi@umb.edu
Office Phone: 617-287-4824
Office Fax: 617-287-5566

2. Brief resume of principals and staff to be assigned to the project.

Please see attached resumes of the assigned principals.

3. List of completed projects that best illustrate qualifications for this project.

Please see attached comprehensive list of projects.

4. Five references for projects of a similar or larger scope, size and complexity.

Please see attached list of references.

5. Names and qualifications of any outside vendors that may be used for this project.

The Collins Center uses the services of a vendor to conduct CORI, Educational and Credit Checks:
Accent Investigations, LLC, P.O. Box 35, North Attleboro, MA 02761. 888-889-5248

6. Statement of any legal or administrative proceedings, pending or concluded.

The Collins Center has had no legal or administrative proceedings against the organization.

7. Sample of work. (reports, etc.)

Please see the attached Profile

How the Collins Center Will Assist the Town Recruit a Town Administrator

The Collins Center will work with Wenham to understand the most critical issues the Town is facing, as well as the culture and the leadership styles that would be best suited to move the Town forward.

In implementing this approach, the Center will:

- Carefully consider the challenges a new Town Administrator will face in the short and long term
- Develop a Profile of the community and the Town Administrator position with particular attention to identifying the Town's priority issues. The Profile will specify the professional and personal qualities needed to succeed as Town Administrator.
- Confirm and refine the schedule for this project to meet the Town's specific requirements. Most recruitments take approximately 3-4 months from the date the engagement begins.
- Build a competitive pool of candidates utilizing the Center's extensive network, traditional advertising and targeted outreach and recruitment; and
- Support the Town's evaluation of candidates. The recruitment team will help plan the interview process and assist the Board of Selectmen throughout the Town Administrator appointment process.

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 the Town 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 will learn about the organization from the viewpoint of major stakeholders, and it wants to understand and document the major challenges facing the organization. The Town Administrator

job description will be reviewed. Individual meetings will be held with the members of the Board of Selectmen and major stakeholders. Group meetings will be held for employees and elected officials and will hold a public forum if requested. At each of the meetings or forums, the following questions will be asked:

- What are the challenges facing the Town?
- What are the challenges facing the next Town Administrator?
- What are the key characteristics of the next Town Administrator?

Outcome: A Profile will be prepared for approval by the Board of Selectmen which will contain a description of the challenges facing the Town and the new Town Administrator, along with the qualities and qualifications for the position. Once approved, the recruitment will commence using the Profile as a marketing tool for the position. A sample Profile is attached.

Task Two: Networking and Recruitment of Candidates

The position will be advertised with the ICMA and MMA, which is typical. However, at the same time, the recruitment team engages in extensive direct networking using the Centers broad network and personal contacts. Often the best person for a job is not looking for a job which is why our direct networking is a critical part of the process. The Center's approach is to find candidates that have faced challenges that are of similar magnitude and complexity to those faced by the town.

Outcome: At the conclusion of networking, the Center will compile resumes to be presented to the Screening Committee and recommend candidates who best meet the needs of the Town.

Task Three: Screening, and Presentation of Paper Candidates

The Collins Center will meet with the Screening Committee to plan the review process. The Collins Center will provide guidance to the Screening Committee on issues of confidentiality and avoiding social media searches. The Collins Center will help establish a set of standardized questions to be asked of all candidates, in accordance with MCAD guidelines.

Typically, the Screening Committee is given a charge by the Board of Selectmen and the Profile to guide its

work. The Collins Center will provide a report of potential candidates to the screening committee and will meet in executive session to evaluate applications to determine which candidates will be selected for a preliminary interview.

The Center recommends and uses a consensus approach to deliberations of candidates. Doing so encourages discussion and allows for support of those candidates moving forward without a “score” and enables candidates from non-traditional and diverse backgrounds to be evaluated.

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

Task Four: Preliminary Interviews

After candidates are selected for a preliminary interview, the recruitment team will schedule and facilitate the preliminary interviews. At the conclusion of the interviews the recruitment team will facilitate the Screening Committee’s deliberations to identify potential finalists. Similar to the review of resumes, a consensus approach is taken to determine which candidates to move forward.

Outcome: Screening committee will identify tentative finalists.

Task Five: Reference and Background Checking

Reference checks of tentative finalists 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. The Center will arrange for credit, criminal history, and verification of educational credentials for the finalists.

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

Task Six: Guidance on Final Interview and Selection

The recruitment team will help the Board of Selectmen plan the final interview process by providing guidance with the process and structuring the discussion, questions, and format. While the recruitment team is available to work to clarify issues, establish a framework, and facilitate communication, negotiating the conditions of employment is the sole responsibility of the Board of Selectmen.

Outcome: A well-organized final interview and selection process.

Timeline

The estimated timeline for the recruitment is three to four months. The source of most delay is in scheduling meetings with the Screening Committee. If scheduling is not difficult, the time line is three months.

Month 1	Interviews/meetings with Board of Selectmen; Employees; Stakeholders; Public Development and approval of the profile Placement of advertisement and begin recruitment
Month 2	Recruitment, Networking, Outreach Meet with Screening Committee to establish process; set dates; determine questions Compile resumes for Screening Committee
Month 3	Distribute resume books to Screening Committee Meet with Screening Committee to determine which candidates to invite for interview Interview candidates Perform reference and background checks
Month 4	Finalists announced Interviews with Board of Selectmen

Professional Fees, Expenses and Payment Schedule

The professional fee for carrying out Tasks One through Six is \$10,000. The payment schedule is as follows:

- \$5,000 when Task 1 is complete
- \$5,000 when Task 6 is complete.

The Town will be responsible for candidates' and screening committee expenses. In addition, the background check that includes criminal, educational and credit checks will be conducted for a fee of \$350 per candidate which will be billed at the conclusion of the project.

Mary Flanders Aicardi, MPA

BACKGROUND

Mary is an experienced human resources and labor relations professional who began her public sector career when she was a graduate student working as a Labor Relations Graduate Intern for the Massachusetts Highway Department. Since then, she has worked for a variety of organizations in management roles and as a consultant. She brings 25+ years of experience to her work. Since joining the Collins Center for Public Management in 2009, Mary has grown the human resources practice from recruitments and organizational studies to a full-service human resources practice including recruitment, classification and compensation studies, training and development, executive coaching, and human resources structural and policy reviews.

WORK EXPERIENCE

- Practice Leader for Human Resources, Collins Center for Public Management 2009 – Present
- Consultant/Interim Human Resources Director – Town of Braintree 2008-2009
- Independent Human Resources & Labor Relations Consultant 2004 –2009
- Interim Human Resources Director, Lasell College, Newton, MA 2010 (5 months)
- Personnel Director, Town of Watertown, MA 1995 - 2004
- Asst. Personnel Director, Town of Barnstable, MA 1992 - 1995
- Employee Relations Management Intern, Town of Wellesley, MA Summer 1992
- Organizing Apprentice, A.F.S.C.M.E., Dekalb, IL Fall 1991
- Labor Relations/Personnel Management Graduate Intern, MA Highway Dept. 1990- 1991
- Recruiter of Volunteers, Friends of the Elderly, Roxbury, MA 1987 - 1989

EDUCATION

University of Massachusetts at Amherst
Master's degree in Public Administration
Bachelor of Arts, Political Science

TRAINING/CERTIFICATION

MCAD Certified Trainer for Discrimination and Sexual Harassment Prevention 2002
Certified as a Train the Trainer in Continuous Quality Improvement (CQI) 1994
Trained as a Union Organizer at the Meany Center in Silver Springs, MD 1991

PROFESSIONAL AND COMMUNITY ASSOCIATIONS

Management Member, Joint Labor Management Committee
Elected Town Meeting Member, Town of Shrewsbury
President, Shrewsbury Education Foundation
Board Member and Past Chair, Massachusetts Municipal Personnel Association

ROBERT HALPIN, MPA

EXPERIENCE

2018 – Present	Senior Associate, Edward J. Collins, Jr. Center for Public Management, University of Massachusetts at Boston
2012 – 2018	Town Administrator, Town of Framingham, MA and Special Advisor to the Mayor, City of Framingham, MA.
2010 – 2012	Consultant, Economic Development and Clean Energy Industry Collaboration
2000 – 2010	President, Merrimack Valley Economic Development Council, Inc.
1996 – 2000	Town Administrator, Town of North Andover, MA
1985 – 1996	Town Administrator, Town of Westford, MA.
1978 – 1985	Executive Secretary, Town of Pepperell, MA.

EDUCATION

Master of Public Administration, Suffolk University, Sawyer School of Management, Boston, MA
Bachelor of Art, Community Planning and Management, University of Massachusetts at Boston

PROFESSIONAL ASSOCIATIONS

Member, International City/County Management Association
Member and Past President, Massachusetts Municipal Management Association
Former Member, Board of Directors, Massachusetts Municipal Association
Former Member, Massachusetts Local Government Advisory Committee
Former Member, Massachusetts Joint Labor/Management Committee

RECOGNITIONS AND AWARDS

President's Award, United Way of Tri-County MA. (2013)
Citizen of the Year, Framingham Rotary Club, (2014)
'10 to Watch in Metro West' Massachusetts, Worcester Business Journal, (2015)

RECRUITMENTS PERFORMED BY THE COLLINS CENTER

POSITION	CLIENT
Town Administrator	Town of Barnstable
Town Administrator	Town of Belmont
Town Administrator	Town of Brewster
Town Administrator	Town of Bridgewater
Town Administrator	Town of Burlington
Town Administrator	Town of Carver
Town Administrator	Town of Chatham
Town Administrator	Town of Cohasset
Town Administrator	Town of Dracut
Town Administrator	Town of Dover*
Town Administrator	Town of East Longmeadow
Administrative Coordinator	Town of Erving
Town Administrator	Town of Fairhaven
Town Administrator	Town of Foxborough
Town Administrator	Town of Framingham
Town Administrator	Town of Great Barrington
Town Administrator	Town of Holliston
Town Administrator	Town of Longmeadow
Town Administrator	Town of Mansfield
Town Administrator	Town of Marblehead
Town Administrator	Town of Mashpee
Town Administrator	Town of Medway
Town Administrator	Town of Millis
Town Administrator	Town of Millbury
Town Administrator	Town of North Reading
Town Administrator	Town of Northfield

Town Administrator	Town of Norwell
Town Administrator	Town of Plymouth
Town Administrator	Town of Princeton
Town Administrator	Town of Randolph*
Town Administrator	Town of Reading
Town Administrator	Town of Rutland
Town Administrator	Town of Sharon
Town Administrator	Town of Sherborn
Town Administrator	Town of South Hadley
Town Administrator	Town of Southampton
Town Administrator	Town of Southbridge
Town Administrator	Town of Topsfield
Town Administrator	Town of Walpole
Town Administrator	Town of Wilbraham
Town Administrator	Town of Winthrop
Town Administrator	Town of Yarmouth

*Ongoing search

REFERENCES

Town of Millbury – Town Administrator

David Roach, Chair, Screening Committee (former Superintendent of Schools)
Droach40@gmail.com
508-865-0520

Tow of East Longmeadow – Town Administrator

Kevin Manley, Town Council Member (President at time of search)
413-883-7198
Kevin.manley@eastlongmeadowma.gov

OR

Joe Ford, Chair of the Screening Committee (Town Council Member)

413-478-5847
Joe.ford@eastlongmeadowma.gov

Town of Cohasset – Town Administrator (and assist with Library Director)

Paula Linhares, HR Coordinator – current
781-383-4105
plinhares@cohassetma.org

City of Brockton – Human Resources Director & Currently Chief Financial Officer

Mayor William Carpenter
508-580-2173
mayor@cobma.us
45 School Street, Brockton, MA 02301

Sandra Knight, Personnel Director

508-562-7295
sknight@cobma.us

Town of Norwell

Ellen Allen, Chair (screening committee member)
Norwell Board of Selectmen
ellenallennorwell@comcast.net

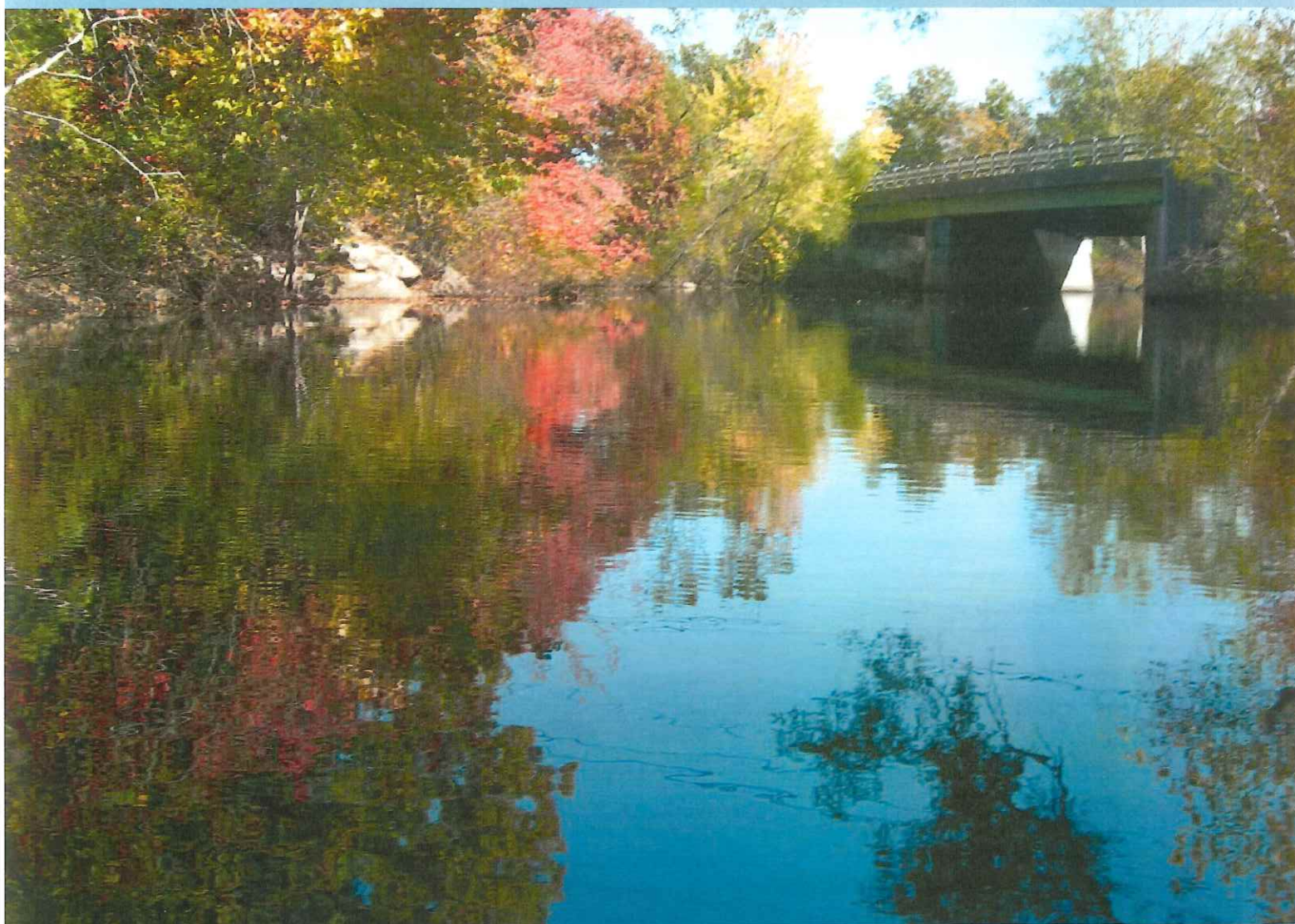
Town of Millis – Town Administrator

Karen Bouret – Operations Manager
508-276-2634
kbouret@millis.net

Town of Millis, Massachusetts

Town Administrator

Profile



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

Introduction

The Town of Millis has retained the services of the Edward J. Collins Jr. Center for public management at the University of Massachusetts to assist in the town's recruitment of a new Town Administrator. For more information about the Town of Millis, please consult Millis's website (www.Millis.Org).

The Town of Millis

Millis (population approximately eight thousand) is a residential community about 31 miles west of Boston. Millis combines a small town feel with proximity to metropolitan Boston by road and by commuter rail from adjacent towns. The Town is characterized by a pastoral landscape, the Charles River and its tributaries, a history of high service expectations, and its own K-12 school system. Most of the property tax burden is carried by residential property.

Millis' post war growth followed the general suburban trend with the population growing from twenty-five hundred in 1950 to eight thousand in 2000. A statement on demographic trends is on the Collins Center website.

Organizational Design and Governance

The governance structure consists of a three-member Board of Selectmen elected for three-year staggered terms and an Open Town Meeting as the legislative body. The Town Moderator is elected yearly and serves as the presiding officer at Town Meetings. The following multiple-member bodies are elected: Planning Board, Board of Health, Library Board of Trustees, and School Committee. Among the administrative staff only the Town Clerk is elected.

The Town Administrator position is vacant as a result of the departure of a twenty-five year predecessor to take a similar position in another Town. The Town Administrator position was established in the 1980s by the Town's Home Rule Charter and additional duties are specified in by-laws enacted by Town Meeting. The Home Rule Charter, the general by-laws of the town and the most recent Town Annual report are available on the Town's website.

In accordance with the Town By-laws, the Town Administrator serves as chief administrative officer, human resource director and chief procurement officer. He/she also serves as the Director of Public Works. In practice, daily operations are managed by a Deputy Director and the Town Administrator addresses financial and programmatic issues. The Town Administrator also serves as the de facto budget director.

The current Board of Selectmen views that the accretion of responsibilities should be carefully reviewed by the new Town Administrator with a view toward developing specific recommendations that will result in disaggregating some of the responsibilities now in the Town Administrator's portfolio with the view that this will enable the new Town Administrator to spend more time

implementing the Town's strategic vision and focusing on economic development.

Public Finance

Millis had total General Fund revenues for FY2016 of approximately twenty-seven million dollars. Eighteen million (67%) of this amount was from Property Taxes. State aid was approximately six million dollars. In FY2016, the school budget was fifty-three percent of the General Fund budget. The Town has a single property tax rate applicable to all classes of property. Over eighty-nine percent of the assessed value of property is residential. Since 1999 the Town has voted four operating overrides, most recently in 2009 and three debt exclusions. The Town's bond rating is Aa3 from Moody's. A copy of a recent Offering Statement is posted on the Center's website. Detailed financial information for the Town may be obtained at the web site of the Massachusetts Department of Revenue, Department of Local Services.

Challenges for the Town Administrator

Maintaining and strengthening the full confidence of the Town's leaders and residents in the Office of the Town Administrator. While much of the power of the position is a consequence of delegation by the Board of Selectmen and the long tenure of the previous incumbent, the Town Administrator will gain much of his/her influence through superior knowledge, ability to work with people and communication skills. The first Town Administrator has established positive expectations for the position. The new Town Administrator will have to build on this foundation.

Fostering incremental steps toward modernization. There has been discussion within the Town about broader distribution of the functions now carried out by the Town Administrator with a view toward enabling the Town Administrator to engage in a broader leadership role implementing strategies developed by town meeting and the board of selectmen. A first task of the new Town Administrator will be to assess the current situation and make recommendations that can be implemented by the Board and Town Meeting.

Economic Development and Planning. Millis is a nearly fully built-out town. Identification and consideration of the development opportunities that can mitigate the dependence on residential property in collaboration with the Town's land use regulatory bodies will be an on-going task. The Town Administrator will be expected to lead the development of the Town's master plan to create a blue print and long-range vision to guide development in the Town. The master plan will focus on how the Town's design can be enhanced to attract new business as well as to protect existing businesses.

Communication. Well-developed communication skills in Millis are essential. Open, accurate and timely communication by the Town Administrator with all Town government entities, the public, the many volunteers and

employees needs to be strengthened and integrated into the normal operational practices of the Town. The Town Administrator must be able to engage the members of the Board of Selectmen and elected and appointed Boards and department heads in an on-going dialogue about the critical issues that face the Town. Development of social media as an effective communication tool is a town goal.

Managing the Town's Administrative Functions. The small scale of the Town government means that the Town Administrator needs to have the technical skills to perform and/or closely manage all of the critical administrative functions. Initially the next Town Administrator cannot simply manage by delegation; he/she must have the ability to perform these functions in a hands-on manner and coach, mentor and encourage subordinates to grow in their jobs. Improving processes and increasing the utilization of Information Technology are expected to contribute to efficiency and effectiveness. The Community Compact Initiative emphasizing the budget process and a strategy for a housing development plan needs to be integrated into the administration of the Town.

Infrastructure, Capital and Regulatory Compliance. Millis has a significant amount of deferred capital projects and it also faces the pressures of complying with stormwater and related regulations that are particularly significant given the town's location in the Charles River watershed. The Town Administrator will need to take a lead role on these topics.

Maintaining a Positive Labor Relations and Management Climate. The labor relations climate has been generally positive. Lead responsibility in collective bargaining is the responsibility of the Town Administrator. The Town recently completed a Human Resource audit that recommended strengthening this function.

Sustaining a High Level of Public Services. High service levels have been sustained by residents' ability and willingness to pay for current service levels, but that willingness to pay may be eroding in the current economic climate. Since the potential for new growth and state aid are limited, town expenses must be managed carefully. The Town has been managed conservatively and presently has adequate fund balances.

Medium Term Budget Planning. Like all Massachusetts municipalities, Millis is facing revenue constraints and growing cost pressures. A significant amount of the Town Administrator's time will be required to forge town-wide strategies to keep these in balance over a three to five year time horizon.

Managing in a small town context. Millis, like many small towns, has a work force that either resides in the Town or has close ties to the Town. The Town also has many residents whose families have lived in Millis for a several generations and are deeply rooted in the community. The Town Administrator must have the skills to function effectively in a small town environment.

Developing and Sustaining Institutional Capacity, Staff Development and Morale. The Town has a well-regarded cadre of department heads and key staff.

Maintaining staff morale, fully utilizing the considerable talents of staff and maintaining high performance standards will be critical to the success of the new Town Administrator. The Town Administrator cannot be desk bound. She/he needs to be comfortable working both inside and outside the Town Hall environment. The Town Administrator must foster a culture of continuous operational and institutional improvement; simply presiding over the status quo is not acceptable.

Regionalization of Services. Opportunities exist for small towns, like Millis, to realize financial and operational benefits by partnering with neighboring/similar communities to provide critical services. The Town Administrator must facilitate and support regional solutions when that is in the Town's interest and should spearhead the study and implementation of regional initiatives.

The Ideal Candidate

The Millis Board of Selectmen seeks a Town Administrator who has the demonstrated capacity to lead a Town with a long tradition of high-level services. The next Town Administrator must have experience in an environment of similar scale and complexity.

A working knowledge of municipal law and practice especially in the Massachusetts context is preferred. Experience in labor relations, municipal finance, and budgeting as well as in fashioning agreements with other governments is essential, as is experience in community planning and procurement.

Millis seeks a Town Administrator with the skill, energy, creativity and experience to achieve Millis's goals, including preserving public service levels, balancing selective development decisions with residents' concerns about growth, and maintaining the Town's positive civic attitude toward the future.

Millis seeks a Town Administrator willing to commit to a tenure long enough to build a multi-year approach to ensuring the sustainability of the Town's service levels.

The following attributes have been deemed important in Millis's next Town Administrator.

Personal Attributes

The next Town Administrator needs to be:

- Able to demonstrate unquestioned integrity.
- Able to communicate effectively with all elements of the community.
- Able and willing to play a highly visible role in the community. The ideal candidate must participate broadly across the leadership structure of the community and region and be a champion of the community.
- Comfortable engaging directly with citizens. The Town Administrator must have sufficient direct engagement with the civic community so that he/she can gain a thorough understanding of the Town's culture. Through formal and informal interaction the Town Administrator's concern for the Town's residents' needs to become evident.

- Able and willing to work openly with community groups and employees. A direct, collegial, facilitative style that fosters joint problem solving is needed.
- Able to be a vocal and positive spokesperson for the Town's agenda at Town Meetings, at public forums, at state agencies and with the media. The successful candidate must be able to use the status inherent in the Town Administrator's position to advance the Town's agenda.
- Able to assume a strong organizational management role. The successful candidate must be direct, assertive, facilitative, and clear.
- Able to create and sustain a goal-oriented environment by establishing, maintaining and promoting effective policies and initiatives. The Town Administrator will be a genuinely inclusive leader who is capable of exerting influence and direction in a manner that shares successes with elected officials, professionals and volunteers.

Professional Attributes

The Town Administrator should:

- Be a leader of a comparable organization with experience in finance, capital and operational planning, expenditure management, human resources and labor relations, public facilitation, and staff development.
- Be a professionally stable person with a record of tenure and consistent career growth. The Town seeks a committed management professional willing to stay for a significant period, but who is also willing to take risks to improve the organization.
- Be an innovator who in addition to nurturing a culture of continuous improvement can perceive and act on opportunities for novel and effective ways to move the town forward.
- Be able to engender the effective use of current and new Information Technology systems to enhance municipal service delivery and operations.
- Be able to demonstrate a background in guiding the development of a shared strategic vision for the community. The ideal candidate must be a coalition builder, equally at home with private sector and community leaders.
- Possess a Bachelor's Degree and preferably a Master's Degree and at least five to seven years of experience as a town or city Manager/Administrator, Assistant Town Administrator/Manager or other position that oversees the day-to-day operations of a public entity governed by an elected policy body that makes decisions in public.
- Be able to set the stage for continuing the Town's capital plan with particular focus on long-term capital planning, utilizing the decline in debt service for existing projects when it occurs, and federal and state resources whenever possible. Pursuing the Town's capital plan while maintaining the Town's bond rating is the goal.
- Be experienced in working effectively in a political environment providing impartial guidance to elected officials to identify and address the long-term strategic needs of the community and the short-term tactical steps necessary to deliver services.
- Be capable of keeping elected officials comprehensively informed, while staying detached from the political process and ensuring that staff maintains a similar detachment.
- Be comfortable managing in an environment where many employees are members of a collective bargaining unit.
- Be familiar with highly participative local government environments with dynamics similar to those in Millis,.
- Be familiar with the Massachusetts municipal context, particularly Town government .
- Be comfortable working in an environment often characterized by vigorous debate among well-informed citizens who are active in local decision-making processes. While key decisions made by the Board of Selectmen and Town Meeting may be closely decided, the Town Administrator must effectively represent and implement decisions in a professional manner.
- A person committed to the standards and ethics for municipal management professionals specified by the International City Management Association.

Salary and Schedule

The search begins in August 2016 and is expected to end by January 2017. Applications should be received by October 27th, 2016. The compensation of the previous Town Administrator was in the mid 160s. The Town is willing to negotiate a competitive compensation package and an employment contract DOQ with the selected candidate.

How to Apply

Applications are preferred electronically. Please send your resume with a cover letter addressing the job requirements to this email address: recruitment.umb@gmail.com. The words **Millis Town Administrator** and your **LAST NAME** must appear in the subject line. Please combine all of your documents in a single file. Kindly use PDF format, if possible.

Should you have any questions regarding this opportunity, or a recommendation of a colleague, please contact: Dick Kobayashi, Senior Associate 617-489-8812, or Mary Flanders Aicardi, Senior Associate 508-215-8992.

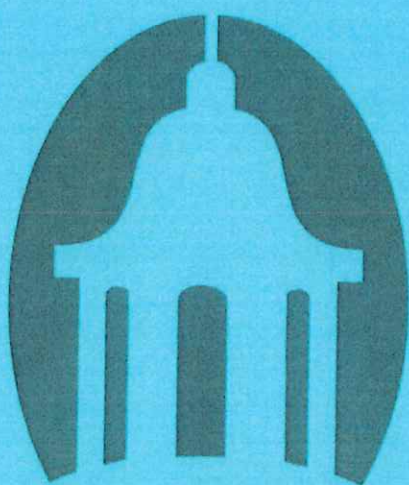
To learn more about the Edward J. Collins Jr. Center for Public Management at UMASS Boston, please visit: www.collinscenter.umb.edu

RESPONSE TO RFQ
TOWN OF WENHAM, MA
EXECUTIVE SEARCH CONSULTANT FOR
TOWN ADMINISTRATOR
MARCH 2019

Prepared by:
Municipal Resources, Inc.
120 Daniel Webster Highway
Meredith, NH 03253
603-279-0352
866-501-0352 Toll Free
603-279-2548 Fax
all@mrigov.com
www.mrigov.com



TABLE OF CONTENTS



Municipal
Resources
Inc.

TABLE OF CONTENTS

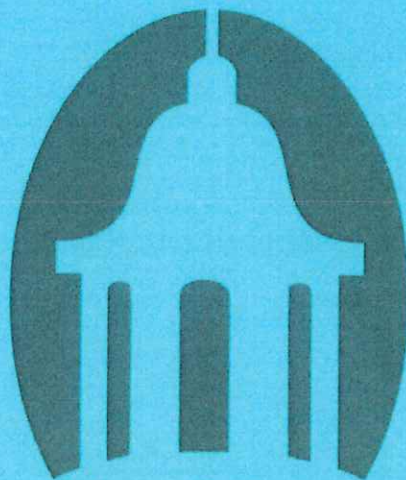
PROPOSAL

Letter of Interest	1
Scope of Work	4
Tenure Guarantee	7
Timeline	7
About Municipal Resources, Inc.	8
Project Team	8
Corporate Structure	11
References	12
Sample Promotional/Marketing Materials	13
Certificate of Liability Insurance	13
Legal/Administrative Proceedings	13
Required Certifications	13
Fees	14

APPENDICES

References	A
Sample Promotional/Marketing Materials	B
Certificate of Liability Insurance (generic)	C
Required Certifications	D

PROPOSAL



Municipal
Resources
Inc.

120 Daniel Webster Highway
Meredith, NH 03253



Municipal Resources
www.municipalresources.com

tel: 603.279.0352 • fax: 603.279.2548
toll free: 866.501.0352

March 20, 2019

Peter Lombardi, Town Administrator
138 Main Street
Wenham, MA 01984

RE: Response to RFQ – Executive Search Consultant

Mr. Lombardi:

Municipal Resources, Inc. ("MRI") is pleased to submit this response to your Request for Quotes for an Executive Search Consultant. Enclosed please find one (1) original and three (3) copies of our response.

Municipal Resources, Inc. has 29 years of experience with public sector executive recruitments and our record for helping towns identify and select candidates with the right "fit" is impressive. By investing time and energy to learn about the specific challenges of the job and understand the personality of the community, we can identify candidates with the right blend of management skill, leadership style, values, philosophy, and approach to ensure a "fit" for success. Because the scope of services offered by MRI across the region and our many contacts, particularly in Massachusetts, MRI can leverage those contacts to directly recruit quality candidates.

MRI has specific experience working with the Town of Wenham, having assisted with the Town Administrator Recruitment in 2014, as well as numerous other recruitment and promotional processes, public safety studies, and assistance in other areas such as CIP and Human Resources.

In addition, during the last few years MRI has assisted many Massachusetts' communities, similar to yours, with recruiting and selecting town administrators and managers, including the following:

- Concord, MA- Town Manager (active)
- Acton, MA - Town Manager
- Bedford, MA - Town Manager
- Berlin, MA – Town Manager (active)
- Canton, MA - Town Administrator
- Danvers, MA - Town Manager
- Hanover, MA - Town Manager
- Lexington, MA - Town Manager
- North Andover, MA – Town Manager (active)
- Sudbury, MA - Town Manager

UNIQUE SERVICES IN PUBLIC SECTOR RECRUITMENT

MRI has been serving municipalities and school districts for nearly 30 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 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 the assimilation of the new manager. We are also careful to ensure that economic expectations and family needs or special circumstances are clearly understood early in the selection process.
- We stay actively involved through the final selection and formal appointment. Our objective is to initiate and establish long-term, successful relationships between the individuals we help place and our clients.

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.

Alan Gould, President, will act as the Principle-In-Charge and Project Manager for this project and will oversee all aspects of the recruitment process.

We look forward to the possibility of once again working with the Town of Wenham. Please feel free to contact us if you have any questions or need additional information.

Respectfully submitted,

MUNICIPAL RESOURCES, INC.

By:



Alan S. Gould, President
Municipal Resources, Inc.
120 Daniel Webster Highway
Meredith, NH 03253
(603) 279-0352
(603) 765-5998 Cell
agould@mrigov.com
www.mrigov.com

SCOPE OF WORK

MRI will work with the Board of Selectmen, Senior Staff/Division Directors and Screening Committee and others as needed to recruit and select an exceptional candidate for the position of Town Administrator for the Town of Wenham. MRI will undertake the following activities in this comprehensive executive recruitment process, in accordance with all applicable Massachusetts State Laws:

1. Work with the Board of Selectmen and others as needed to review the recruitment process and work toward developing an **"Ideal Candidate Profile and Challenge Statement"**. The **Ideal Candidate Profile and Challenge Statement** helps to:
 - a. Identify critical organizational issues and challenges;
 - b. Clarify roles, responsibilities, and expectations for the position;
 - c. Understand the qualities, strengths, and characteristics of candidates envisioned for the Town Administrator;
 - 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.
 - f. Provide for potential candidates a profile of the community that encompasses the uniqueness of the community, demographics, economic stability and employment sectors, citizen involvement and form of government.

In order to gain input from the community and other stakeholders, MRI will interview other key officials, as identified by the Board of Selectmen and Screening Committee, will open an e-mail address for this specific recruitment that will provide for electronic community input, and can schedule/facilitate up to two listening sessions, public forums as well interviews with department heads and other key stakeholders. Once approved by the client, the Ideal 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. We will develop ad copy, recommend advertising venues, and coordinate placement of the ads. Resumes are typically received for at least 30 days.
4. We will research MRI's database and contact potential candidates from other similar recruitments we have conducted in the past 12 months. It should be noted that MRI's advertising is targeted at venues that are most likely to engage candidates with the professional training, and experience desired by the client. Since some of these advertising venues will be viewed nationally and even internationally, we expect to have approximately 17 states represented in the candidate pool. MRI's recruitment efforts go well beyond the team identified in this proposal as we leverage our entire consulting group for the benefit of the client.
5. We will canvas MRI's professional network to identify and reach out to promising potential candidates to invite their application.
6. We will receive, acknowledge and hold all resumes in confidence, forwarding to the Screening Committee as desired. 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.
7. 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.
8. 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.
9. In coordination with the Board of Selectmen and/or Screening Committee, we will develop a written essay questionnaire to be distributed to the top qualified candidates (generally 12 to 15 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 and or Screening Committee. 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.

10. After essay responses have been returned, reviewed, and ranked, we conduct a web search of the top remaining candidates (generally 10 to 12) and canvas our consultants, to identify potential issues or controversies in other jurisdictions. Then, two members of our team will conduct telephone interviews with these candidates, placing the focus on 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.
11. MRI then work with the Screening Committee through a review of the candidate pool and related submittals, prepare the Committee for, and facilitate on site interviews with those candidates selected by the Screening Committee.
12. MRI will prepare the Board of Selectmen for interviews with the finalists advanced by the Screening Committee and facilitate those interviews. All meetings will be in conformance with the Massachusetts Open Meeting Law.
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, such as additional interviews or an onsite "meet-and-greet".
14. We will assist with the development of terms and conditions of employment, preparation of a conditional offer of employment, and creating a draft of an employment agreement.
15. If the final candidate will be relocating to the community from a significant distance, we may recommend and can coordinate a family visit to the community prior to making a conditional offer of employment.
16. We will complete a comprehensive background investigation 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. In order to protect the client, MRI will not complete a comprehensive background on a candidate before a conditional offer of employment is accepted, unless the Town provides a waiver.

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. There shall be no cost for MRI's recruitment services; however, the Client shall cover the costs associated with advertising and interviews.

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.

MRI understands that the Town wishes to complete the recruitment process within 12 weeks of the execution of an agreement for services. 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.

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

The Town desires that the consultant make every effort to bring this process to completion within 3 months from the signed contract for services, but recognizes that scheduling of various meetings may extend this timeline.

TDB	Award of Contract
First 30 days	Advertisements are written and posted. MRI team gathers information from the client (interviews, community engagement...) in order to develop the Ideal Candidate Profile & Challenge Statement. Resumes are accepted and reviewed by the MRI team.
Week 5	Resume deadline, final scoring. First cut made and essay questions distributed by MRI to top 12 to 16 candidates.

Week 7	Candidate essays are due and reviewed by the MRI team.
Week 8	Preliminary background work and MRI telephone interviews with remaining candidates.
Week 11	Onsite panel interviews. Hiring authority interviews of the finalists could follow immediately.

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

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

ABOUT MUNICIPAL RESOURCES

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.

THE PROJECT TEAM

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

We believe that Municipal Resources has the best collection of talent that any consultant can produce at any price. Generally, our affiliates are current or recently retired practitioners in their field. They have held or hold positions at or near the top in their respective fields. All

consultants assigned to this team are veterans of similar projects and have specialized in Massachusetts recruitments.

In keeping with our hallmark multi-disciplinary approach to problem-solving, we plan to use the following team:

PRINCIPAL-IN-CHARGE/PROJECT MANAGER

Alan S. Gould, President and Chief Operating Officer, is a graduate of Saint Anselm College with a BS degree in Criminal Justice. He is certified as a Public Manager by the American Academy of Certified Public Managers and has completed numerous management and leadership programs including the Babson Command Training Institute and the FBI's LEEDS program. He is recognized for his creativity in community policing and his leadership in promoting ethics in the law enforcement community. Mr. Gould began his public-sector career with the Salem, NH, Police Department where, during 21 years, he served at all ranks of the Department. He served as Chief of Police in Rye, NH, where, upon retirement from law enforcement, he was appointed and served as Town Administrator until joining MRI in 2008. Mr. Gould served as the Ethics Instructor at the New Hampshire Police Academy for 15 years and has been an instructor of college courses in Criminal Code, Criminal Investigation, Report Writing, Constitutional Law, and Juvenile Delinquency. Among his many community involvements, Alan served as an initial incorporator of two non-profit organizations; one addressing family violence and visitation issues, and the other established to help seniors remain in their homes as they age. He continues to serve as Deputy Emergency Management Director in the coastal community of Rye, NH, located within the Seabrook Nuclear Power Plant's Emergency Planning Zone. In addition to his responsibilities as MRI's Chief Operating Officer, Mr. Gould manages most of the company's public safety projects including operational studies and "internal" investigations. Mr. Gould also specializes in recruitment/selection processes for executive level municipal positions and has completed dozens of processes for top management positions throughout New England, including those listed previously in this letter.

TEAM MEMBERS

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

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

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

Carol M. Granfield, ICMA-CM, has a master's in administration from Central Michigan University and is one of 1266 ICMA Credentialed Managers in the country. Ms. Granfield is also a graduate of the Senior Executive Institute at the University of Virginia, Harvard JF Kennedy School of Government summer program, Leadership New Hampshire and Fairfax, and one year of law school at Massachusetts School of Law. She is an adjunct professor at Granite State College where she teaches Human Resources and Public Administration. She possesses over 38 years of public sector management experience and 9 years of private sector experience. Ms. Granfield, a native of Pittsfield, Massachusetts, has broad public service experience at the town,

city and county levels of government. Ms. Granfield has served in Town Administrator/Town Manager positions in large and small communities in New Hampshire (Derry, Meredith, Hooksett, Moultonborough), and as County Manager in Cumberland County, Maine; Town Manager in Dixfield and Kittery, Maine; Director of Administration in Herndon, Virginia; and Personnel Director in Fairfax, Virginia. Ms. Granfield's expertise in Human Resources and Labor Relations includes the establishment of personnel policies; organizational studies; wage, classification, and benefit studies along with union negotiations to include the interest-based model. Ms. Granfield is co-author of the ICMA e-book, Performance Appraisal Fundamentals: A Quick Guide to Fair, Consistent, and Useful Performance Appraisals. Ms. Granfield has participated in many successful public sector executive recruitment projects and has also conducted strategic planning, goal setting, and team building programs in NH, ME and VA communities. She has also developed and implemented positive career development and training programs for employees of a number of municipal organizations. Ms. Granfield has given presentations at national conferences of the ICMA, the International Public Management Association for Human Resources, and at state conferences in VA, MA, ME, and NH. Ms. Granfield has served on many professional and civic boards to include the Public Employee Labor Relations Committee; ICMA Credentialing Board; NH Local Government Board, Maine Municipal Association Advisory Board, Belknap County Economic Development Commission, Derry Planning Board, and is Past President of the NH Management Association, IPMA-Virginia, Dixfield Economic Development Organization, and the Derry Village Rotary. Ms. Granfield is also appointed by the Governor to the NH Public Employee Labor Relations Board.

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

CORPORATE STRUCTURE

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

Alan S. Gould, President and Chief Operating Officer
Christian Pearsall, Treasurer
Patrick H. Wood, Esquire, Secretary
Justin Van Etten, Chairman, Board of Directors, Co-Owner
Donald R. Jutton, Sr., Founder and Member, Board of Directors, Co-Owner

There are no officials or employees from the Town of Wenham who are related to any of the partners, officers or directors of Municipal Resources, Inc., or who have an ownership interest in the company.



REFERENCES

Acton, MA

Town Manager Recruitment 2018
Land Use & Econ. Dev. Director Recruitment 2015
Janet K. Adachi, Chairman Board of Selectmen
472 Main Street, Acton, MA 01720
jkajeg@msn.com

Bedford, MA

Town Manager Recruitment 2018
William S. Noonan, Chair
10 Mudge Way
Bedford, MA 01730
(781) 275-1111

Hanover, MA

Brian Barthelmes, Selectman
Town Manager Recruitment 2018
550 Hanover Street, Hanover, MA 02339
(781) 826-5000 or Brian.barthelmes@hanover-ma.gov

Lexington, MA
Town Manager Recruitment 2018
Suzie Barry, Chair, Board of Selectmen
2nd Floor, Town Office Building
1625 Massachusetts Ave
Lexington, MA 02420
(781) 698-4581 or suziebarrylex@gmail.com

Sudbury, MA
Director of Public Works Recruitment 2016
Town Manager Recruitment 2015
Melissa Murphy-Rodrigues, Town Manager
Board of Selectmen's Office
278 Old Sudbury Road, Sudbury, MA 01776
(978) 639-3382 or townmanager@sudbury.ma.us

Municipal Resources, Inc. has completed 48 successful recruitments for the position of Town Manager/Town Administrator and City Manager in New England within the past 3-5 years.

See **Appendix A** for additional references.

SAMPLE PROMOTIONAL/MARKETING MATERIALS/FIRM BROCHURE

See **Appendix B** for samples.

CERTIFICATE OF INSURANCE

Municipal Resources, Inc. maintains insurance in the coverages and limits as shown on the attached generic Certificate of Insurance. (See **Appendix C**)

LEGAL OR ADMINISTRATIVE PROCEEDINGS

MRI has been not been involved in any legal or administrative proceedings within the past five (5) years which relate to the type of work outlined in the Scope of Services.

REQUIRED CERTIFICATIONS

See **Appendix D** for forms provided by the Town of Wenham which are required as part of this submission.

FEES

Fees for services are based upon the specific recruitment and selection process that is structured for your unique circumstances and agreed upon workplan. The recruitment process described above is offered at a cost of **\$14,800.00** and includes up to five onsite meetings with the Screening Committee. All meetings and facilitation of interviews with the Board of Selectmen are included in this price.

Advertising venues will be selected upon consultation with and approval by the client. Costs are included in the fees above.

The Town of Wenham shall be responsible for providing food and interview rooms for the interview panel(s).

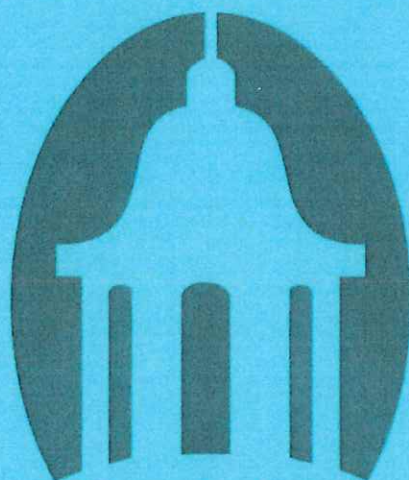
Respectfully submitted,

MUNICIPAL RESOURCES, INC.

By: 

Alan S. Gould, President
Municipal Resources, Inc.
120 Daniel Webster Highway
Meredith, NH 03253
(603) 279-0352
(603) 765-5998 Cell
agould@mrigov.com
www.mrigov.com

APPENDIX A



Municipal
Resources
Inc.

MANAGEMENT RECRUITMENT REFERENCES

MASSACHUSETTS

Acton, MA

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

Andover, MA

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

Ashland, MA

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

Assumption College

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

Bedford, MA

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

Boylston, MA

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

Canton, MA

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

Concord, MA

Town Manager 2018
Parks & Rec Director 2016
Christopher Whelan, Town Manager
PO Box 535
22 Monument Square
Concord, MA 01742
(978) 318-3000

Danvers, MA

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

Dartmouth, MA

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

Dighton, MA

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

Everett, MA

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

Hanover, MA

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

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

Lexington, MA

Town Manager 2018
Suzie Barry, Chair
Board of Selectmen
2nd Floor, Town Office Building
1625 Massachusetts Ave
Lexington, MA 02420
(781) 698-4581

Manchester-by-the-Sea, MA

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

Marblehead, MA

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

Mendon, MA

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



Deering, NH

Fire Chief Recruitment 2016
 Russell McAllister
 Town Administrator
 762 Deering Center Road
 Deering, NH 03244
 (603) 464-3248

Derry, NH

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

East Kingston, NH

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

Enfield, NH

Town Manager 2017
 Town Administrator 2005
 Police Chief Recruitment 2018
 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

Gilmanton, NH

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

Gorham, NH

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

Greenland, NH

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

Hollis, NH

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

Hooksett, NH

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

Hudson, NH

Land Use Director 2017, 2018
 Stephen Malizia, Town Adm.
 12 School Street
 Hudson, NH 03051
 (603) 886-6024

Jaffrey, NH

Town Manager 2016
 Donald MacIsaac, Chairman
 Jaffrey Select Board
 10 Goodnow Street
 Jaffrey, NH 03452
 (603) 532-7880

Laconia, NH

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

Lakes Region Planning Commission

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

Lebanon, NH

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

McGregor Memorial EMS

Executive Director 2018
 Matthew Willett, Chair
 47 College Avenue
 Durham, NH 03824
 (603) 312-2052

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

Northfield, NH

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

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

Richmond, NH

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

Rochester, NH

Commission of Public Works 2015
 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

Police Chief Assessment Center 2016
 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

Stratham, NH

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

Thornton, NH

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

Wakefield School District, SAU 101

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

Warner, NH

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

Wilton, NH

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

Windham, NH

David Sullivan, Town Administrator
 3 North Lowell Road
 Windham, NH 03087
 (603) 432-7732

Wolfeboro, NH

Town Manager 2017
 Fire Chief 2016
 David Owen, Town Manager
 84 South Main Street
 Wolfeboro, NH 03894
 (603) 569-8161

MAINE**Berwick, ME**

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

Brunswick, ME

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

Kittery, ME

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

Portland, ME

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

Sabattus, ME

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

Somerset County, ME

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

RHODE ISLAND**East Greenwich, RI**

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

Portsmouth, RI

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

Westerly, RI

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

VERMONT**Essex & Junction of Essex**

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

Hartford, Vermont

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

Shelburne, VT

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



CONNECTICUT

Cromwell, CT

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

Killingly, CT

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

Simsbury, CT

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

Windsor, CT

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

APPENDIX B



Municipal
Resources
Inc.

DANVERS, MA

TOWN MANAGER

IDEAL CANDIDATE PROFILE & CHALLENGE STATEMENT

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

A graduate degree in public administration or related field (BA/BS required)

At least 10 years of senior management experience

The willingness and ability to establish residency in and make a long term commitment to the community

A proven record of thoughtful financial management and strategic capital planning

The ability to think "outside the box" and to provide innovative solutions

Strong public speaking and presentation skills

Extensive knowledge of, and experience with collective bargaining

The ability to "listen" and to provide the highest level of customer service

A proven record of nurturing a positive culture

A demonstrated ability to provide unbiased guidance

The ability to organize and manage people

Strong public ethic, integrity and accountability

Ability to manage large scale public projects

Demonstrated skills as a consensus builder

Among the toughest challenges facing the successful candidate, will be heading an organization that has been lead, for the past 35 years by the same manager. The retiring manager has an exceptional record of service to the Town and has built an excellent team which provides exemplary services to the community. During his tenure, Mr. Marquis was very highly regarded throughout the community and by his professional peers. The new manager will need to earn the respect of the community in his or her own style and have the confidence to not be beleaguered by the inevitable comparisons to his or her predecessor. He or she must have a proven record of establishing positive internal as well as external relationships while holding her/himself and others to the highest standards of integrity and accountability. The Town Manager must also be fully committed to the concept of transparency in government and ensure transparency throughout the organization.



With an AA+ bond rating, Danvers is proud of its history of strategic financial management. Great thought has been put into managing capital expenditures so as to minimize fiscal impact from year to year. In fact, Danvers has never needed a "Prop 2 ½" over-ride. The next Town Manager will be expected to demonstrate the same fiscal acumen.

A number of top and mid-management positions will likely need to be filled during the next few years. Currently in place is a well respected management team that provides a high level of quality services to the community. It will be crucial for the next manager to have a proven record of recruiting, selecting and grooming a high performance team. Given shifts in personnel and budgets over the years, many department managers are wearing several hats that may not necessarily be traditional. As these managers retire, the Town Manager will need to assess skills and "juggle" the duties of the management team in order to maintain the expected level of service while staying within budget limitations. It is also expected that a number of elected officials and members of appointed committees will begin to "retire" from community service. With them, will be a loss of institutional knowledge that will be hard to replace as a new generation of civic volunteers moves into many of these positions. The new manager will be called upon to make a number of key appointments and to educate and support these citizens in their desire to become involved with the community.

The Danvers Town Manager serves as the lead negotiator with the Town's many collective bargaining units. Currently the Manager is in negotiations with seven of those units. The Town Manager must be an experienced and effective negotiator with demonstrated skill and success in managing and administering collective bargaining agreements. An immediate challenge facing the successful candidate will be to understand the current agreements, develop appropriate relationships with the unions and be prepared to serve as the Town's chief negotiator.

In a unique partnership, the responsibility for the maintenance of the school properties and oversight of capital projects falls under the responsibility of the Town Manager. As a member of the School Committee, the Town Manager also participates in negotiations with the school collective bargaining units. To that end, maintaining the existing positive relationship with Danvers Public Schools must be a priority of the new Town Manager. In queue for the Manager will be to achieve funding for and managing the Smith School renovation which has been stalled by two previous unsuccessful attempts to attain State grants.

In addition to the technical and professional skills desired by the community, the new Town Manager must be an excellent written and verbal communicator that can portray calm in the midst of a storm. In recent years the Town has faced two crises that gained national attention; one, a massive gas line explosion, and the other, the murder of a teacher at Danvers High School. Throughout these crises the Manager became the face of the community and did so with calm and grace, exuding the professionalism the Town has come to expect.



HANOVER, MA
TOWN MANAGER

IDEAL CANDIDATE PROFILE & CHALLENGE STATEMENT

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

<p>A graduate degree in public administration or related field</p> <p>Demonstrated experience in public management or relevant, transferable experience</p> <p>A proven record of thoughtful financial management and strategic capital planning</p> <p>The ability to be creative and identify innovative solutions</p> <p>Strong public speaking and presentation skills</p> <p>Extensive knowledge of, and experience with collective bargaining</p> <p>The ability to “listen” and to provide the highest level of customer service</p> <p>A proven record of nurturing a positive culture</p> <p>A demonstrated ability to provide unbiased guidance</p> <p>Willingness to manage Town affairs in an open and transparent manner</p> <p>The ability to lead, organize, inspire and manage people</p> <p>Demonstrated skills in working collaboratively and building consensus</p> <p>Strong public ethic, integrity and accountability</p>

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

Given Hanover’s high expectation for quality and responsive services, the Town Manager is expected to lead, direct, mentor, and motivate a professional team that will consistently deliver these exemplary core community services. The Town Manager must seek to identify and



understand the vision of the community for its future and provide professional, technical, and management support to the elected officials in their effort to efficiently and effectively provide for the collective needs of those who live and work in the community. The ideal candidate must be able to anticipate and recognize potential problems, and then work with staff and other officials to develop solutions. The Select Board will depend on the Town Manager to present it with unbiased information on important matters in a relevant, meaningful way that provides the appropriate perspective.

Hanover is served by a number of well-respected, long tenured department heads. It is important for the new Manager to value these employees and maintain the positive working relationships that have already been established. Since a number of senior management positions may become vacant due to retirements over the next few years, it will be crucial for the next Manager to have a proven record of recruiting, selecting and grooming a high performance team.

Hanover is a very desirable community in which to live and a significant part of the challenge facing the new Town Manager will be to balance the costs of providing a high level of Town and education services at a sustainable tax rate. In order to achieve this the manager will need to help guide the Town in its desire to balance development, both commercial and residential, with the Town's desire to maintain its heritage and high quality of life. The Town will have a significant stake in the re-development of the Hanover Mall and the Manager must be a strong advocate for the Town. The Manager must also be willing to pursue innovative opportunities such as the current arrangement with the Hanover Public Schools for partnering in the facilities management and HR functions. To that end, maintaining the existing positive relationship with Hanover Public Schools must be a priority of the new Town Manager.

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

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



Relevant Experience

Our experienced consultants have worked at all levels of municipal government in the Northeast. Many are recognized regionally or nationally for their expertise.

Effective Solutions

We've seen it all! Our collective experience will help identify practical solutions that are appropriate for your community and resources.

Valuable Results

Municipal Resources has a proven track record of helping municipalities provide efficient and effective services.



Serving the Northeast for
More than 25 years



Offices throughout New England

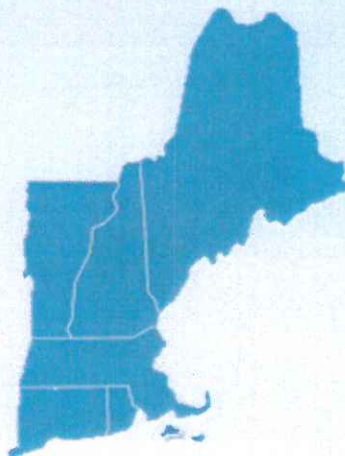
Corporate Office:

120 Daniel Webster Highway
Meredith, NH 03253

Ph: (603) 279-0352

Email: all@mrigov.com

Web: www.mrigov.com



www.mrigov.com



*Serving New England
Communities Since 1989*



Services for
Effective Government



Municipal Resources, Inc.

Serving municipalities in the Northeast for over 25 Years

Since 1989 MRI has had a proven track record of helping municipalities provide efficient and effective services because we understand the challenges facing local governments in New England.

Executive Recruitment

- Industry-leading programs to recruit and select key municipal positions
- Tenure guarantee
- Police and Fire Assessment Centers

Promotional Processes

- Professional Development Assessments
- Testing

Interim and Contracted Staffing

- Town Manager and Administrator
- Fire and Police Manager
- Finance, HR, Planning
- Code Enforcement
- Building Inspector

Management and Organizational Services

- Our team approach provides an objective view of municipal operations
- Operational and Efficiency Studies for Public Safety, DPW, Town Hall, Planning, IT
- Accreditation Assistance
- Regionalization and Shared Services
- Staffing Studies

Human Resources Service

- Internal Investigations
- HR Policy and Procedure Audits
- Wage and Classification Studies

Finance Services (Municipal & School)

- Interim and Long-Term Staffing
- Bookkeeping
- Budget Preparation
- Procedure Audit and Development
- Training and Support
- Capital Asset Program Development

Assessing Services

- Contracted Assessing
- Cyclical Fieldwork/Data Collection
- Revaluations



Relevant Experience | Effective Solutions | Valuable Results

APPENDIX C



Municipal
Resources
Inc.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
03/05/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER FIA/Cross Insurance 1100 Elm Street Manchester NH 03101		CONTACT NAME: Lynn Blanchard, CIC, CISR PHONE (A/C, No, Ext): (603) 669-3218 FAX (A/C, No): (603) 645-4331 E-MAIL ADDRESS: lblanchard@crossagency.com	
INSURED MUNICIPAL RESOURCES INC 120 DANIEL WEBSTER HIGHWAY MEREDITH NH 03253		INSURER(S) AFFORDING COVERAGE INSURER A: Massachusetts Bay Ins Co NAIC # 22306 INSURER B: Hanover Ins Co. 22292 INSURER C: Houston Casualty Co. 42374 INSURER D: INSURER E: INSURER F:	

COVERAGES

CERTIFICATE NUMBER: 19-20 All lines

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			ODV8197631	01/26/2019	01/26/2020	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY			AHV8041501	01/26/2019	01/26/2020	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Medical payments \$ 5,000
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			ODV8197631	01/26/2019	01/26/2020	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N Y	N/A	WHV8198601 (3a.) MA ME NH	01/26/2019	01/26/2020	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER D. Jutton excluded E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Professional Liability			H719112869	01/26/2019	01/26/2020	Each claim 2,000,000 Total- all claims 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

CANCELLATION

For Informational Purposes Only

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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APPENDIX D



Municipal
Resources
Inc.

SIGNATURE PAGE

The applicant hereby certifies that:

1. The applicant has not given, offered, or agreed to give any gift, contribution, or offer of employment as an inducement for, or in connection with, the award of contract for these services.
2. No consultant to, or subcontractor for the applicant has given, offered, or agreed to give any gift, contribution or offer of employment to the applicant, or to any other person, corporation, or entity as an inducement for, or in connection with, the award to the consultant or subcontractor of a contract by the applicant.
3. That no person, corporation, or, other entity other than a bona fide full-time employee of the applicant has been retained or hired to solicit for, or in any way assist the applicant in obtaining the contract for services upon an agreement or understanding that such person, corporation, or entity be paid a fee or other compensation contingent upon the award of the contract to the applicant.

I hereby attest with full knowledge of the penalties for perjury, as in accordance with Massachusetts G.L. C.7, S.38E that all information provided in this application for services is correct.

Municipal Resources, INC.

Firm

Alan S. Gould

Signee (written)

Alan S. Gould

Signee (typed/printed)

President

Title

3/20/11

Date

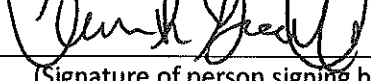
MUST BE RETURNED SIGNED WITH THE SEALED PROPOSAL PACKET

NON-COLLUSION STATEMENT

CONTRACTOR'S CERTIFICATION IN BID/PROPOSAL TO BE ATTACHED TO CONTRACT

Any person submitting a Bid or Proposal for the procurement or disposal of supplies and services to any governmental body shall certify in writing, on the Bid or Proposal, as follows:

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

3/29/14 
(Date) (Signature of person signing bid or proposal)

Alan S. Gould
(Printed name of person signing bid or proposal)

President
(Title)

Municipal Resources, Inc.
(Name of Business)

120 Daniel Webster Highway, Meredith, NH 03253
(Business address)

603-279-0352
(Business Phone Number)

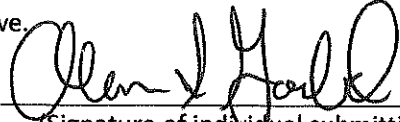
MUST BE RETURNED SIGNED WITH THE SEALED PROPOSAL PACKET

CERTIFICATE OF CORPORATE AUTHORITY

The principal, officer or person to sign below pledges under penalties of perjury, that he or she has been designated by the owner(s) or the Board of Directors of the below named firm as an authorized representative.

3/19/19

(Date)



(Signature of individual submitting bid or proposal)

Alan S. Gould, President, Municipal Resources, Inc.

(Printed name and title of person signing bid or proposal)

Municipal Resources, Inc.

(Name of business)

120 Daniel Webster Highway, Meredith, NH 03253

(Business address)

603-279-0352

(Business phone number)

MUST BE RETURNED SIGNED WITH THE SEALED PROPOSAL PACKET

TAX COMPLIANCE CERTIFICATION

Pursuant to M.G.L. c.62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, the below named business is in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

3/26/11 
(Date) (Signature of individual submitting bid or proposal)

Alan S. Gould, President
(Printed name of person signing bid or proposal)

Municipal Resources, Inc.
(Name of business)

120 Daniel Webster Highway, Meredith, NH 03253
(Business address)

603-279-0352
(Business phone number)

MUST BE RETURNED SIGNED WITH THE SEALED PROPOSAL PACKET

BOARD OF SELECTMEN MEETING

March 26, 2019

NEW BUSINESS

G.

**Other matters, as may not have been reasonably
anticipated by the Chair
(Discussion Only)**

BOARD OF SELECTMEN MEETING

March 26, 2019

OLD BUSINESS

H.

**Potential Approval of Proposed Water Use
Mitigation Policy
(5 Minutes)**

- Draft Motion
- Email from regarding Water Use Mitigation, Town of Danvers, Jackie Bresnahan, Permitting Coordinator and Special Projects Manager, March 21, 2019
- FixALeak Week Danvers DPW
- Memo regarding Proposed Water Use Mitigation (WUMP) Policy from Jackie Bresnahan, Permitting Coordinator & Special Projects Manager, March 12, 2019
- Water Use Mitigation Program (WUMP) Draft Policy & Calculation Form

BOARD OF SELECTMEN MEETING

March 26, 2019

DRAFT MOTION

WUMP Policy

➤ Vote: I move to approve the proposed Water Use Mitigation Policy.

Seconded / Discussion/ Vote

Peter Lombardi

From: Jacqueline Bresnahan
Sent: Thursday, March 21, 2019 12:35 PM
To: Peter Lombardi; Erik Mansfield
Subject: FW: Water Use Mitigation | Town of Danvers
Attachments: FixALeakWeek-Series2019.pptx

Hi all,
Feedback from Danvers on their water mitigation program can be found below.
Thanks,
Jackie

Jackie Bresnahan
Permitting Coordinator and Special Projects Manager
Town of Wenham
138 Main Street – (978)468-5520 x. 4
permitting@wenhamma.gov

From: Clement, Sharon [<mailto:sclement@danversma.gov>]
Sent: Wednesday, March 20, 2019 1:03 PM
To: Jacqueline Bresnahan
Cc: Cilluffo, Aaron
Subject: RE: Water Use Mitigation | Town of Danvers

Jacqueline,

The Town of Danvers was recognized last year in the Water Conservation System category by the Massachusetts Department of Environmental Protection in their 2018 Public Water Systems Awards Program. That award is not entirely attributable to the Water Use Mitigation Program, however it certainly helps.

Enclosed, please find Table 3 detailing the rebate redemptions with the water savings that were reported in the Annual Statistical Report along with the projected water savings from Leak Detection Survey.
As you can see, the program is impactful in saving water. We have funded rain sensor irrigation controllers for athletic fields, more efficient water bubblers and efficient fixture for public buildings.

We also educate residents during #FixALeakWeek (this week) on Social Media as well as in our DPW Newsletter. We hand out Water Conservation Brochures at other DPW Events such as Earth Day Recycling, Household Hazardous Waste and Zero Waste Day events. I have enclosed our #FixALeak marketing campaign posted this week on the Danvers DPW page.

Water conservation measures that are also necessary are outdoor water restrictions during summer months which has had an impact on water conservation across the board as the campaign points out that everyone must do their part before the Town reaches drought conditions.

Here are the Water Conservation Metrics:

Water Savings Calculations - Town of Danvers | Department of Public Works

Table 3: Rebate Breakdown By Product Type
--

Fiscal Year	Toilets (1.28 gpf)	Toilets (1.6 gpf)	Clothes Washer	Shower	Faucet	Rain Sensor
2009	46		171	4	10	0
2010	29	31	261	13	35	4
2011	51	19	183	4	15	5
2012	65	22	178	7	20	1
2013	58	12	156	8	32	0
2014	51	7	158	9	19	0
2015	39	6	103	7	17	0
2016	37	1	59	11	29	1
2017	35	2	49	10	26	2
2018	27	7	41	13	35	0

Table 4a: Water Savings By Product by Year							
	Toilets (1.28 gpf)	Toilets (1.6 gpf)	Clothes Washer	Shower	Faucet	Rain Sensor	
Savings (GPD)	37	33	15.4	18.8	13.9	23.5	Annual Total
Rebate	\$200	\$150	\$200	\$50	\$50	\$100	
Cost/Gallon Saved	\$5.41	\$4.55	\$12.99	\$2.66	\$3.60	\$4.26	
Fiscal Year							
2009	1,702		2,633	75	139	-	1,660,604
2010	1,073	1,023	4,019	244	487	94	2,533,210
2011	1,887	627	2,818	75	209	118	2,092,691
2012	2,405	726	2,741	132	278	24	2,301,435
2013	2,146	396	2,402	150	445	-	2,021,954
2014	1,887	231	2,433	169	264	-	1,819,343
2015	1,443	198	1,586	132	236	-	1,312,212
2016	1,369	33	909	207	403	37	1,079,488
2017	1,295	66	755	188	361	74	999,735
2018	999	231	631	244	487	-	946,190
Program Total =							16,766,859

Source: Town of Danvers Water Rebate Tracking sheet by fiscal year

Table 4b: Water Savings from Leak Detection Survey conducted May 2018 for a total of \$16,515.00

Town of Danvers

Leak detection survey detected 2 main leaks, 1 service leak and 7 hydrant leaks which would yield 46.3 MM gallons of water leakage if the leaks were left undetected and ran for 365 days

Town of Middleton

Leak detection survey detected 0 main leaks, 1 service leak and 2 hydrant leaks which would yield 7.3 MM gallons of water leakage if the leaks went undetected and ran for 365 days

Source: Water Leak Detection Survey May/June 2018 conducted by Water & Waste Pipe Testing Inc

Table 4c: Water Savings from Irrigation Controllers installed by SiteOne

Town of Danvers

Irrigation controller shut down zone due to a malfunction of equipment saving an estimated 1,500 gallons

Best Regards,

Sharon Clement

Program Engineer

Department of Public Works

Town of Danvers

p: (978) 777-0001 x3096

a: 1 Sylvan Street, Danvers, MA 01923

w: www.danversma.gov **e:** sclement@danversma.gov



From: Jacqueline Bresnahan <JBresnahan@wenhamma.gov>

Sent: Wednesday, March 20, 2019 12:26 PM

To: Clement, Sharon <sclement@danversma.gov>

Cc: Cilluffo, Aaron <acilluffo@danversma.gov>

Subject: RE: Water Use Mitigation | Town of Danvers

Hi Sharon,

Thank you for your prompt response! I think my only follow up question would be to ask how Danvers measures the success of the program and, if any, what kind of positive impact has been created? The Water Commission wants to do similar programming to what you described as well as programming that they hope changes the culture of water consumption or usage. The Water Superintendent and Board of Selectmen asked that I reach out to see what observations Danvers has had from their program in regards to water usage or statistics on participation/residents taking advantage of the program.

Thank you,

Jackie

Jackie Bresnahan

Permitting Coordinator and Special Projects Manager

Town of Wenham

138 Main Street – (978)468-5520 x. 4

permitting@wenhamma.gov

From: Clement, Sharon [<mailto:sclement@danversma.gov>]

Sent: Wednesday, March 20, 2019 12:18 PM

To: Jacqueline Bresnahan

Cc: Cilluffo, Aaron

Subject: FW: Water Use Mitigation | Town of Danvers

Jacqueline,

Good afternoon:

I manage the Water Use Mitigation Program for the Town of Danvers both on the revenue and expenditure side.

The WUMP fund covers Water Product rebates (Toilet (\$200), Faucet (\$0), showerhead (\$50), clothes washer (\$200) and rain barrel (cost up to \$100)), leak detection survey in the water system, and special projects which require a water savings component. Our rebates are on our Town web-site -> www.danversma.gov

On the revenue side, the developer will not receive their building permit from the Code Department unless they pay the Water Use Mitigation Program fee. We only assess fees for residential developments with three units or greater.

Please let me know if you have any other questions or if you wish to further discuss.

Best Regards,

Sharon Clement

Program Engineer

Department of Public Works

Town of Danvers

p: (978) 777-0001 x3096

a: 1 Sylvan Street, Danvers, MA 01923

w: www.danversma.gov **e:** sclement@danversma.gov



From: Cilluffo, Aaron

Sent: Wednesday, March 20, 2019 10:22 AM

To: Clement, Sharon <sclement@danversma.gov>; Bernard, Gail <gbernard@danversma.gov>

Subject: FW: Water Use Mitigation Policy

Good Morning,

Is this something you guys may be able to help with?

Thanks,
Aaron

From: Jacqueline Bresnahan <JBresnahan@wenhamma.gov>

Sent: Wednesday, March 20, 2019 10:16 AM

To: Cilluffo, Aaron <acilluffo@danversma.gov>

Subject: Water Use Mitigation Policy

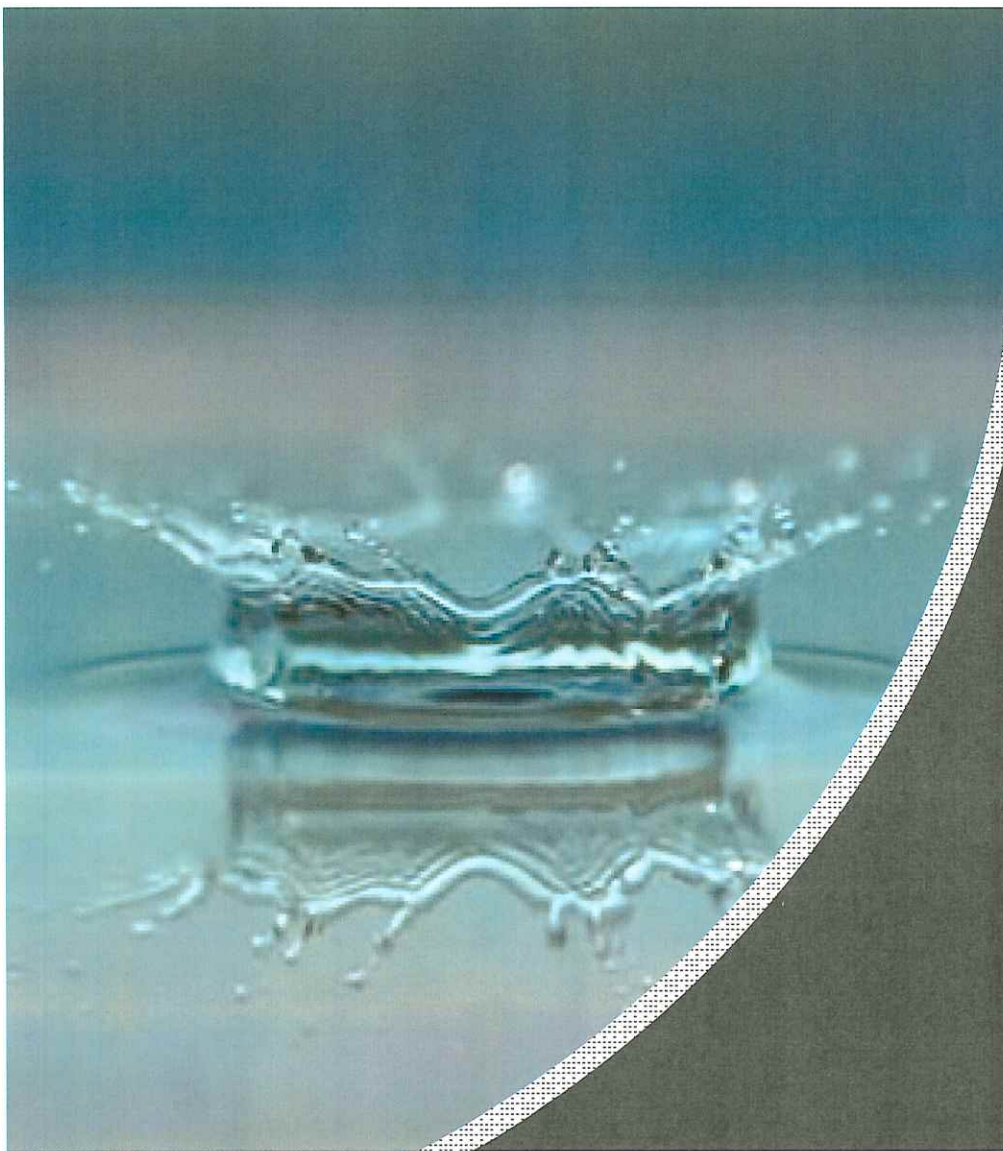
Good morning,

We are working to develop a Water Use Mitigation Policy for our existing water use mitigation program here in Wenham. The Permitting Office will be managing the revenue side and the Water Commission/Department will be managing the expenditures and programming. We were hoping to get some feedback from someone in your department regarding the successes and challenges of the Water Use Mitigation program in Danvers, particularly for residential developments. Is this something you or someone in your office could provide? We are also looking for what types of products or programs you have found to be more popular or successful than others?

Thank you,
Jackie

Jackie Bresnahan

Permitting Coordinator and Special Projects Manager
Town of Wenham
138 Main Street – (978)468-5520 x. 4
permitting@wenhamma.gov



#FixALeakWeek Danvers DPW

Wednesday Water Tip Series

March 13, 18, 19, 20, 21 & 22 Social Media Posts

DanversDPW Facebook & Twitter posts

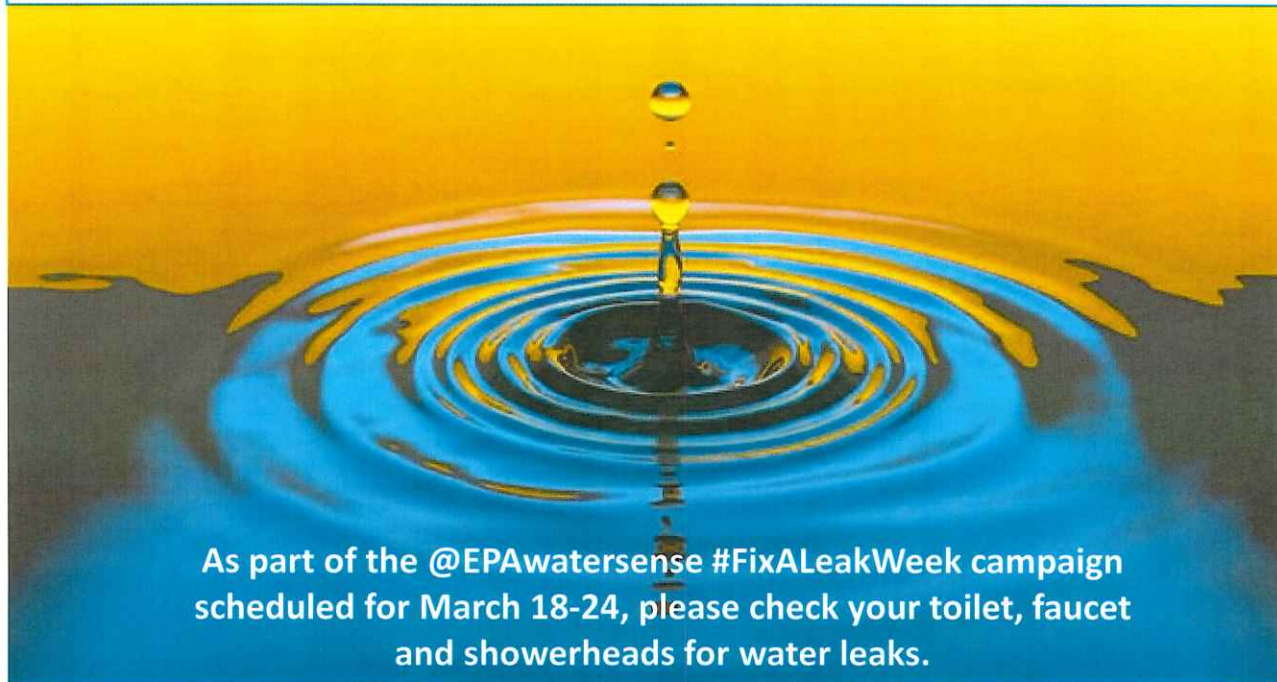
Wednesday Water Tip: Do you have water leaks lurking in your home?

For indoor water conservation tips, click here

<https://www.danversma.gov/documents/water-conservation-brochure-2/>

Keep an eye out for our Fix-A-Leak series next week. #danversma

#FixALeakWeek



As part of the @EPAwatersense #FixALeakWeek campaign scheduled for March 18-24, please check your toilet, faucet and showerheads for water leaks.

#FixALeakWeek Tip #1 –Check for **toilet leaks** by adding food coloring to the tank. If the toilet is leaking, color will appear in the bowl within 15 minutes. (Make sure to flush as soon as the test is done, since food coloring can stain the tank.)



Did you know the Town of Danvers offers toilet rebates for 1.28 GPF or less toilets?

#FixALeakWeek Tip #2 –Repair **dripping faucets** and showerheads. A drip rate of one drip per second can waste more than 3,000 gallons per year. Make every drop count.

Tip #2



Did you know the Town of Danvers offers \$50 rebates for showerhead replacement purchases?

#FixALeakWeek Tip #3 – Replace your old appliances with high efficiency, **ENERGY STAR**® labeled models, which use up to 50 percent less water and electricity.

Tip #3



Did you know the Town of Danvers offers a \$200 rebate for a CEE listed clothes washer replacement?

#FixALeakWeek Tip #4 – **Low-flow shower heads and faucet aerators** enable families to save thousands of gallons a year without sacrificing performance or comfort.

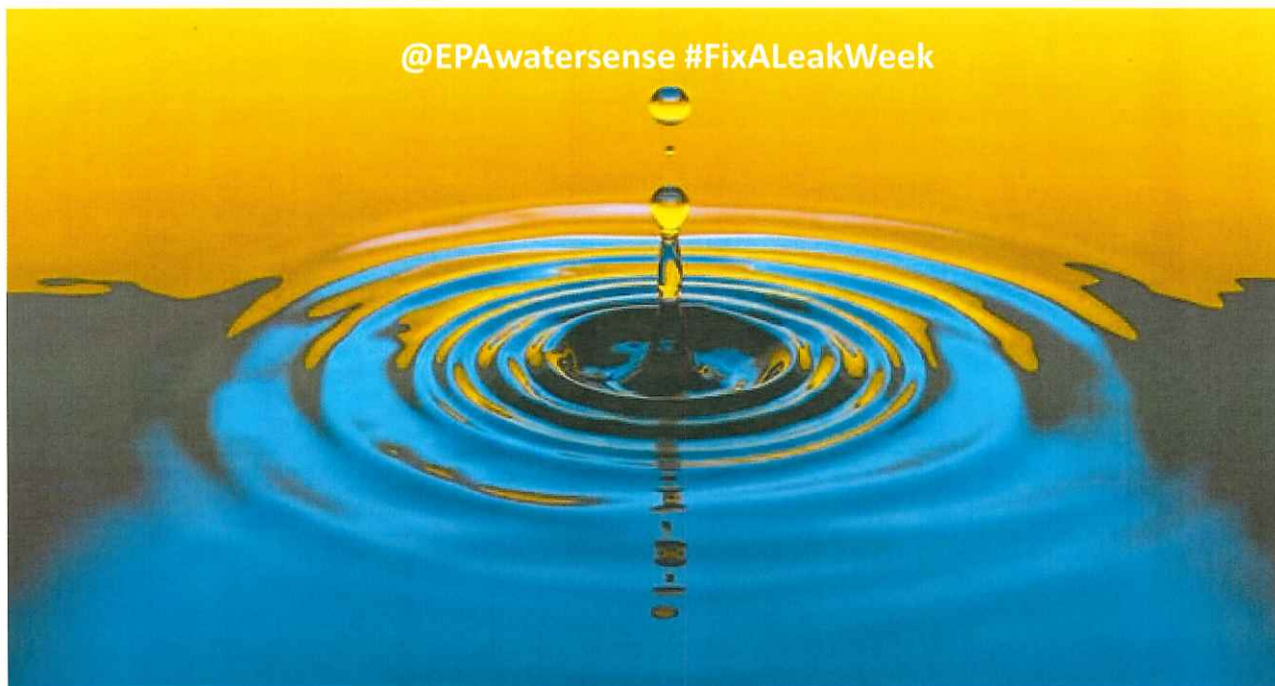
Tip #4



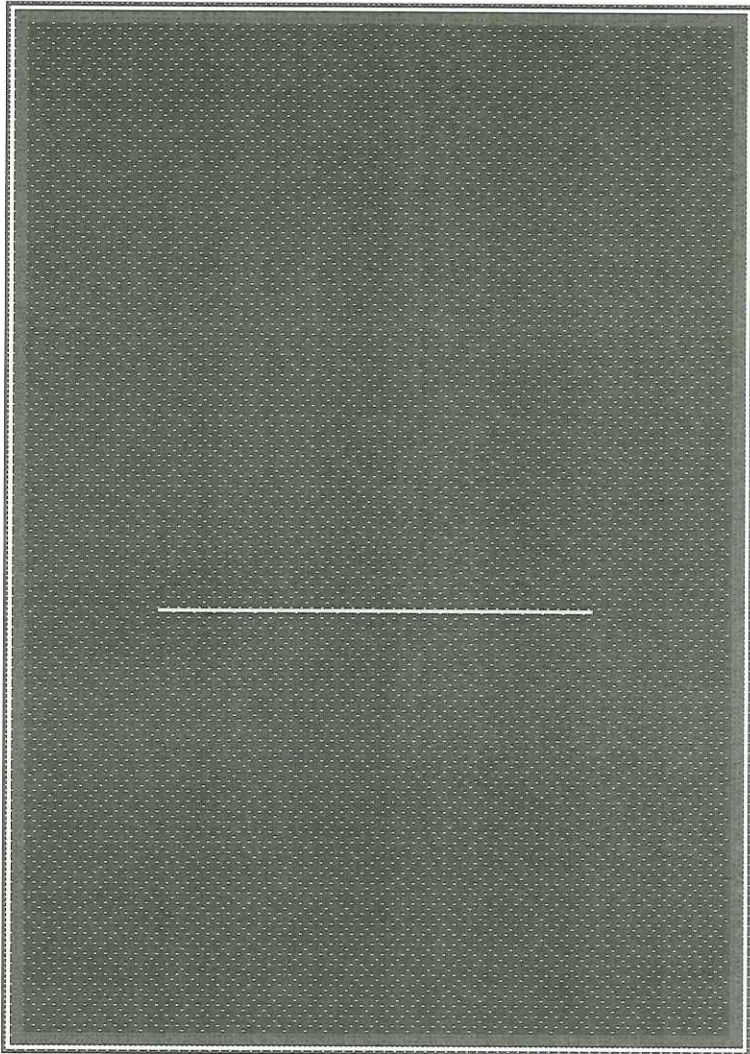
Save water, save money.



#FixALeakWeek – Saving water is everyone's responsibility. By repairing or replacing your older appliances and fixtures with new, water conserving models, you become a part of the solution. Save water, save money. Thank you for checking your faucet, showerhead and toilet this week for leaks. Danvers DPW thanks you for making every drop count. #danversma #waterconservation



The END

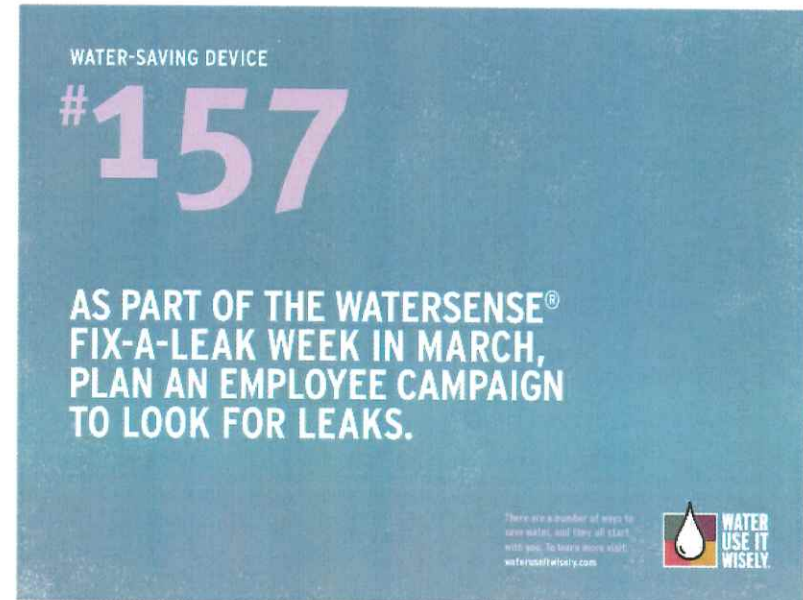


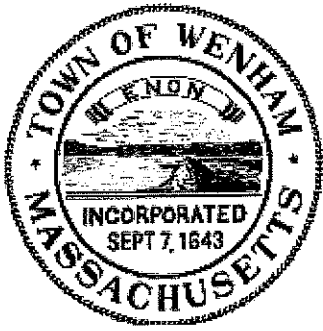
Phoenix Water @PHXWater · Mar 9

As a part of the @EPAwatersense #FixALeakWeek coming up March 18th-24th, plan an employee campaign to look for #leaks! 💧

➡ Check out @WUIW for more water #conservation tips!

#PHXWaterSmart #PHXWater #WaterUseItWisely #WUIW #PHX
#WaterConservation





Town of Wenham

Town Hall
138 Main Street
Wenham, MA 01984

PERMITTING OFFICE

TEL 978-468-5520 Ext. 4 FAX 978-468-8014

TO: Board of Selectmen; Peter Lombardi, Town Administrator
FROM: Jackie Bresnahan, Permitting Coordinator & Special Projects Manager
CC: Erik Mansfield, Water Superintendent; Board of Water Commissioners
RE: Water Use Mitigation Program (WUMP) Policy
DATE: March 12, 2019

MEMO

Since the development at Middlewood Drive, the Town of Wenham Water Department has implemented a water use mitigation fee to compensate for the additional water withdrawal burden created by new development. Attached you will find a draft policy regarding the Town's Water Use Mitigation Program, which will serve as a compliment to the Water Use Mitigation Revolving Fund that was created by Town Meeting 2018.

The goal of this program is to identify developments that will add to the water withdrawal burden and collect fees from those developments to further the Town's water conservation strategies. This policy is applicable to new subdivisions, flexible developments, accessory apartments, or any building project that creates new dwelling units. The policy is consistent with the Town's current financial policies and the Water Department's efforts for sustainable water usage (given the increasing demands and limited supply). The revenue side of this program will be managed by the Permitting Office, due to the timing of the fee collection and that the Water Department can only collect funds for services rendered. The Water Commission, with the guidance of the Water Superintendent, will manage the expense budget.

Water conservation is a complex task that includes solutions above and beyond imposing water bans and mandatory conservation periods. The Water Commission has brainstormed several potential projects for these funds, including, but not limited to: providing water conservation programming to seniors and school-aged children; increasing education about septic care and maintenance; public awareness on irrigation issues; promoting drip irrigation; rebate programs on products such as rain barrels; and classes on drought tolerant landscaping and planting. The Water Commission's goal is to provide residents with education and awareness in conjunction with water conservation tools and products to create a multi-pronged approach for addressing this issue. Town Meeting 2018 approved an annual \$10,000 expenditure limit on the Water Use Mitigation Fund for these types of projects.

WENHAM WATER USE MITIGATION PROGRAM (WUMP)

The Wenham Water Use Mitigation Program [WUMP] has been implemented to collect a fee to fund water savings projects to mitigate new water demand.

Applicability

The WUMP program is applicable to projects which

- (1) Require a building permit for new construction or an additional dwelling unit (including special permits for accessory apartments)
- (2) Represent a new or increased water demand
- (3) Residential projects of three (3) or more dwelling units and all commercial projects are subject to the WUMP impact fee.

Construction Requirements

All projects subject to the WUMP program must meet the following requirements:

1. All applicable provisions of the state plumbing code must be met.
2. Each faucet, shower head, clothes washing machine, dish washing machine, and toilet shall be energy efficient, water saving, and meet the EPA's Water Efficiency Standards.
3. In-ground irrigation systems must be equipped with a rain and moisture sensing device.

Connection to the public water supply will not be approved until the Town has verified the project complies with these requirements.

Fee Amount

The fee assessed to all projects shall be based on the size of the project, according to the following fee schedule.

Development Type	Fee
Residential — 1 Bedroom	\$550/unit
Residential — 2 Bedroom	\$1,100/unit
Residential — 3 Bedroom	\$1,650/unit
Residential -- 4 Bedroom	\$2,200/unit
Residential – Multi-unit	\$5.50/gpd/unit

*Gallon per day volume to be defined per Title 5.

Fee Collection

The WUMP impact fee will be calculated using a WUMP Fee Calculation Form. Fee payment must be submitted to the Permitting Office prior to the issuance of a building permit. The building plans and disposal works construction (Title V/Septic) permit application and plans will be reviewed to verify the correct fee amount has been submitted. The Permitting Office will not sign off on a Building Department until the WUMP fee is paid.

Fee Utilization Guidelines

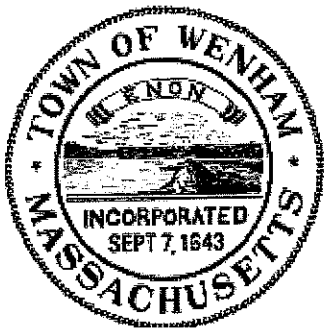
These guidelines are applicable to the collection and dispersal of all fees collected under the Water Use Mitigation Program in the Town of Wenham. These guidelines are effective as of _____.

Fee Handling

1. All impact fees will be collected by the Permitting Office and be subject to the same departmental turnover process as all other monies collected and as described in detail in the Town's Financial Policies.
2. All impact fee funds collected are to be forwarded to the Town Treasurer.
3. Town Treasurer shall deposit impact fee funds into a designated Water Usage Mitigation Fund established pursuant to M.G.L. Chapter 44, Section 53E1/2.
4. The Board of Water Commissioners may withdraw funds for expenditure for conserving water resources, reducing demand upon the public water supply, and/or water use mitigation, up to an annual expenditure limit of \$10,000 in accordance with the approved Departmental Revolving Fund accounts under M.G.L. Chapter 44, Section 53 E ½.

Program Administration

1. The Board of Water Commissioners will be the responsible for the administration and execution of water use mitigation projects under the direction of the Water Superintendent.
2. The Board of Water Commissioners will solicit Town residents to identify residents interested in receiving water savings devices and appliances at reduced cost. A list of these residents will be maintained at all times.
3. The Board of Water Commissioners will solicit bids to supply water savings devices and/or appliances upon collection of sufficient number of interested residents to make bidding appropriate in the judgment of the Superintendent.
4. The Board of Water Commissioners may expend funds for water conservation education and outreach efforts, including programs for residents to participate in or attend.
5. The Board of Water Commissioners may expend WUMP funds to defray salary and administration costs for the program.
6. The number and types of water mitigation measures will be tracked by calendar year. The Board of Water Commissioners will estimate water savings for the mitigation devices installed.



Town of Wenham

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PERMITTING OFFICE

TEL 978-468-5520 Ext. 4

FAX 978-468-8014

WATER USE MITIGATION PROGRAM (WUMP) CALCULATION FORM

The Wenham Water Use Mitigation Program [WUMP] has been implemented to collect a fee to fund water savings projects to mitigate new water demand. The WUMP program is applicable to projects which: (1) Require a building permit for new construction or an additional dwelling unit (including special permits for accessory apartments); (2) Represent a new or increased water demand; and (3) Residential projects of three (3) or more dwelling units and all commercial projects are subject to the WUMP impact fee. This form is an aid for calculation of a project's WUMP Fee. **Any questions may be directed to the Permitting Coordinator, 978-468-5520 x. 4, permitting@wenhamma.gov**

OWNER AND AGENT INFORMATION

Project Address: _____

Owner Name: _____ Phone: _____

Agent Name (if applicable): _____ Agent Phone: _____

Project Mailing Address (if applicable): _____

PROJECT INFORMATION

1. Does this project create a new dwelling unit? NO ☐ YES ☐
 - a. If YES, how many? _____
2. Have disposal works construction (septic) plans been submitted to the Board of Health?
 - a. NO ☐ YES ☐
3. What is the total number of bedrooms being constructed? _____
 - a. Attach a listing of units with street address, map and lot number, & unit number (if applicable) with total bedroom count for each street address/unit

Development Type	Fee	Number of Units
Residential — 1 Bedroom	\$550/unit	
Residential — 2 Bedroom	\$1,100/unit	
Residential — 3 Bedroom	\$1,650/unit	
Residential -- 4 Bedroom	\$2,200/unit	
Residential – Multi-unit	\$5.50/gpd/unit	

4. Does the property have any commercial use?
 - a. NO ☐ YES ☐

Signature of Owner: _____ Date: _____

Signature of Agent: _____ Date: _____

FOR TOWN USE ONLY

Board of Health: _____ Date: _____

Building Inspector: _____ Date: _____

Water Superintendent: _____ Date: _____

Permitting Coordinator: _____ Date: _____

Check Number: _____ Date of Payment: _____