

HOPKINTON SCHOOL COMMITTEE
Thursday, December 1, 2016
Director of Finance Search Committee Review 6:00 PM
High School Library

AGENDA

I. Pledge of Allegiance

II. Reports

- A. **Municipal Resources, Inc. – David Jack and Dr. Wendy Beal Jack**
- B. **NESDEC**
- C. **Edward J. Collins, Jr. Center for Public Management**

III. Adjournment

IV. Next Meetings

Thursday, December 1, 2016 @ 7:00 PM
Thursday, December 8, 2016 @ 7:00 PM
Thursday, December 15, 2016 @ 7:00 PM

High School Library – Regular Meeting
High School Library – Special Meeting
High School Library – Regular Meeting

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ITEM DIVIDER



New England School Development Council

28 Lord Road, Marlborough, MA 01752 ☎ Tel: 508-481-9444 ☎ www.nesdec.org

November 23, 2016

Hopkinton Public Schools
Attn: Maegan Cox, Executive Assistant to the Superintendent
89 Hayden Rowe Street
Hopkinton, MA 01748

Dear Ms. Cox:

I am pleased to respond to your request for a quote relative to assisting in a search for a new Director of Finance and Operations at Hopkinton Public Schools. The enclosed proposal outlines our Guided Search services.

Please feel free to call if you would like to discuss changes to the proposed scope of work, or if we can be of further assistance. We thank you for considering NESDEC for your upcoming search.

Very truly yours,

A handwritten signature in black ink that reads "Arthur L. Bettencourt". The signature is written in a cursive style.

Arthur L. Bettencourt, Ed.D.
Executive Director

Member:





New England School Development Council

28 Lord Road, Marlborough, MA 01752 • Tel: 508-481-9444 • www.nesdec.org

**A PROPOSAL TO
HOPKINTON PUBLIC SCHOOLS
FOR GUIDED SEARCH SERVICES:
DIRECTOR OF FINANCE AND OPERATIONS**

A. PUBLICIZE VACANCY

1. NESDEC would prepare a personalized, one-page informational letter which would include a description of the position, the community, and the school district. The Superintendent and/or a designated liaison would provide the input for the letter and would approve the final copy. The letter and any additional contents would fit into a regular No. 10 business envelope (4 1/8" X 9 1/2"), up to one ounce total weight. NESDEC would have the letter printed on school district or NESDEC stationery as selected by the Superintendent and/or a designated liaison.
2. We would prepare a customized application form which would include a permission statement for release and verification of records.
3. We would send the informational letter to the NESDEC/NSDC (National School Development Council) National Recruiting Network, including:
 - Superintendents, assistant superintendents, business officials, and other job-related personnel in Massachusetts
 - Member communities of the New England School Development Council
 - Superintendents, assistant superintendents, business officials, and other job-related personnel in selected school districts throughout New England, New York, New Jersey, and Pennsylvania with characteristics similar to Hopkinton
 - Executive Directors of study councils (like NESDEC) affiliated with the National School Development Council
 - Placement offices of colleges and universities throughout the nation that prepare school administrators
 - Selected educational leadership professors throughout New England
 - Other colleges and institutions as suggested by the Superintendent
 - Officers of the Suburban School Superintendents (National)

- Selected Executive Directors of state superintendent and school board associations in the United States
- Selected educational leaders across the nation

B. ADVERTISING ASSISTANCE

1. If requested, we would discuss with the Superintendent and/or a designated liaison, fee-based options for advertising the vacancy in other selected publications.
2. We would prepare newspaper copy for use in advertisements as directed by the Superintendent and/or a designated liaison, if requested.

C. ELECTRONIC OUTREACH

1. We would announce the vacancy and provide information through the NESDEC website, www.nesdec.org.
2. We would announce the vacancy and provide information through the National School Development Council website, www.nsd.org, giving the announcement additional national exposure.
3. We would place an advertisement in *SchoolSpring*. This online, national advertisement would run for approximately 30 days and would be included at no additional cost to the District.
4. We would make the vacancy announcement available for placement on assorted superintendent/business official/job-related personnel association websites.
5. We would prepare a customized electronic announcement for the vacancy and send it via email to:
 - member communities of the New England School Development Council
 - superintendents, assistant superintendents, business officials, and other job-related personnel in Massachusetts
 - selected New England, New York, New Jersey, and Pennsylvania superintendents, assistant superintendents, business officials, and other job-related personnel in school districts with similar characteristics to Hopkinton
 - other selected members of the NESDEC/NSDC National Recruiting Network

D. PRESENTATION OF DOSSIERS

1. Subsequent to the application deadline, NESDEC would provide the Superintendent and/or a designated liaison with one dossier for each of the applicants.

E. ADMINISTER SEARCH DETAILS

1. During the application process, we would respond to questions from interested candidates and send them the informational letter and/or application as requested.
2. We would receive all applications at NESDEC headquarters.
3. We would create and maintain candidate files.
4. We would check all the applications to determine they are complete, and if not complete, follow up with the potential candidate so that all material might be received by the closing date.

F. MAINTAIN ON-GOING COMMUNICATION WITH THE SUPERINTENDENT

NESDEC would communicate by telephone and/or email as needed throughout the search.

G. FEE AND EXPENSES

Our professional fee to Hopkinton Public Schools for the search outreach services described above would be **\$5,440*** (\$6,800 less the 20% NESDEC affiliate discount of \$1,360). The professional fee includes not only the services specifically described above, but also the secretarial and clerical services performed at the NESDEC office.

Expenses related to advertising, beyond that included in this proposal, and candidate travel, as determined by the Superintendent/designee, are directly billed to the District. NESDEC can assist in the development of a budget for these items if requested.

H. FEE SCHEDULE

One-half of the professional fee, \$2,720, would be due and payable within 15 days of the signing of the agreement. One-half of the fee, \$2,720, would be due and payable within 30 days after the presentation of the dossiers (D-1).

I. POTENTIAL ADDITIONAL EXPENSES/COSTS

Please note in the event of a request by the District, and agreed to by NESDEC, for additional scope and/or travel (i.e. to attend meetings) the District would be billed at the following rate:

Consulting fee: \$195.00 per hour plus reasonable expenses (minimum two hours)

*** NESDEC AFFILIATION**

As a NESDEC affiliate, Hopkinton Public Schools is entitled to a 20% discount on our contracted services.

In order to accept this proposal and approve the work described above, an authorized official signs below:

For Hopkinton Public Schools:

Signature _____ Title _____
Date _____

For the New England School Development Council:

Arthur L. Bettencourt _____ Executive Director
Date _____

TYPICAL FEE-BASED ADVERTISING CAMPAIGN /AUTHORIZATION

The following fee-based advertising is typical for a search of this type (based on factors such as district size and geographic location) and, if approved, would be invoiced at cost (check all that apply):

- NESDEC would place an advertisement in "Top School Jobs," the online advertising service of Education Week. This online, national advertisement would run for approximately 30 days.
Additional cost: \$395
- NESDEC would place an announcement in the "Job Bulletin" section of the American Association of School Administrators (AASA) website. This online, national announcement would run for approximately 30 days.
Additional cost: \$410
- NESDEC would place an advertisement on LinkedIn. This online, national advertisement would run for approximately 30 days.
Average additional cost: \$399 (based upon geographic location; billed at cost)
- (OPTIONAL; FOR CONSIDERATION) NESDEC would place a hardcopy advertisement in Education Week, which would run for one week.
Additional cost: approximately \$1,750, billed at cost

-OR-

- Hopkinton does not authorize any fee-based advertising.

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Scope of Services

Exhibit A

**Recruitment for the Director of Finance & Operations
Hopkinton Public Schools**

November 28, 2016



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

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

November 28, 2016

Dr. Cathy MacLeod
Superintendent of Schools
89 Hayden Rowe Street
Hopkinton, MA 01748

via email

Dear Members of the Board:

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 provide assistance to municipalities and state agencies to help improve public management. As part of the Center's work it has established an executive recruitment practice in the belief that helping public organizations select the best leaders will result in increased organizational effectiveness.

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

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

Following is a comprehensive proposal to provide recruitment services for the Hopkinton School's Director of Finance & Operations.

A careful definition of the challenges that the District will face and the organizational environment that the new Director will engage and manage is a key component of the

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

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

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

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

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

Sincerely,

A handwritten signature in black ink, appearing to read "Stephen McGoldrick". The signature is written in a cursive, somewhat stylized font.

Stephen McGoldrick
Director

How the Collins Center Will Assist the Hopkinton Schools Recruit a Director of Finance & Operations

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

In implementing this approach, the Center will:

- Carefully consider the District's legal and organizational structure, which sets the parameters for the Director's powers and duties.
- Carefully consider the challenges a new Director will face currently and in the next three to seven years.
- Develop a Profile of the community and district and the Director's position with particular attention to identifying the District's priority issues. The Profile will specify the professional and personal qualities needed to succeed as Director. It is important that the Profile represent the views of key officials, not the recruitment team. Accordingly, extensive interviews will be conducted with the District's key officials and other stakeholders during the preparation of the Profile. The recruitment team will not proceed to seek candidates until the District approves the Profile.
- Confirm and refine the schedule for this project to meet the District's specific requirements. Most recruitments take approximately 120 days from the date the engagement is authorized. In the case of the Hopkinton Schools the presentation of a comprehensive pool of candidates is expected to take approximately 60 days.
- Build a competitive pool of candidates utilizing the Center's extensive network as well as traditional advertising.

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 Hopkinton Schools and Preparing a Profile

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

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

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

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

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

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

The recruitment team will review the applications of recommended paper candidates with the District's Screening Committee to help it reach a decision on which candidates should be invited for preliminary interviews. Typically the Collins Center presents nine to twelve candidates to a Screening Committee based on the team's professional judgment of the "fit" between candidates and the requirements specified in the Profile. The Screening Committee has the opportunity to see the names and applications of all applicants.

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

Timetable

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

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

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

The generic schedule above is dependent on personal schedules with most delays caused by holidays, vacations, and professional schedules. The Center will develop a specific schedule for Town of Hopkinton Schools at the commencement of the engagement.

Note on the schedule: The schedule allows three weeks for the development, discussion and approval of the profile. The Center has found that careful profile development is key to a successful recruitment. The Profile enables both Center staff and District officials to make discerning judgments about candidates.

Professional Fees, Expenses and Payment Schedule

The professional fee for carrying out Tasks One and Two is \$7,500.

Payment: Collins will bill \$7500 plus expenses when Task 2 is complete.

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

Qualifications of Project Staff

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

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

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

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

Susan Adler has had an extensive career in Massachusetts state and local government management spanning thirty-five years. She served as human resources director for the Town of Wellesley for more than fourteen years. Ms. Adler also has experience in general government administration, having served as Town Administrator for Sherborn and Assistant to the Town Manager in Lexington.

Ms. Adler worked as Acting General Counsel for the Human Resources Division of the Commonwealth of Massachusetts and also taught at the graduate level at Suffolk University. Ms. Adler has a Juris Doctor degree from Boston College Law School and a Bachelor of Arts in Politics from Brandeis University.

REFERENCES

Cohasset, MA

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

South Hadley, MA

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

Chatham, MA

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

Burlington, MA

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

Foxborough, MA

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

North Reading, MA

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

RELEVANT PROJECT EXPERIENCE

RICHARD KOBAYASHI

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

Education

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

RELEVANT PROJECT EXPERIENCE

MARY FLANDERS AICARDI

Human Resources & Labor Relations Consultant

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

Education

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

RELEVANT PROJECT EXPERIENCE

SUSAN ADLER

- Collins Center Associate 2014 - Present
- Director of Human Resources, Wellesley MA 2000-2014
- Consultant, MMA Consulting Group 1998-1999
- Town Administrator, Sherborn MA 1991-1998
- Various Positions including Acting General Counsel MA Human Resources Division 1988-1991
- Assistant to Town Manager, Lexington, MA 1981-1988
- Supervisor of Labor Relations, Wellesley, MA 1978-1981
- Research Associate, Holtz and Drachman (labor law firm) 1976-1977

Education

- BA in Economics – Brandeis University
- JD – Boston College

Honors

- Recipient of 2013 Emil S. Skop Award from Massachusetts Municipal Personnel Association in recognition of outstanding contributions made in the field of municipal human resources management.

Collins Center Recruitment Team Experience

* Work underway but not complete in March 2016

Municipal Managers and Administrators

Barnstable County	County Administrator
Barnstable Town	Town Manager*
Belmont	Town Administrator
Bridgewater	Town Manager
Brewster	Town Administrator
Burlington	Town Administrator
Cambridge	Director of Traffic, Parking and Transportation
Carver	Town Administrator
Chatham	Town Manager
Chelsea	City Manager
Cohasset	Town Manager
Dracut	Town Manager
Fairhaven	Town Administrator
Framingham	Town Manager
Foxborough	Town Manager
Great Barrington	Town Manager
Hanover	Town Manager
Longmeadow	Town Manager
Mashpee	Town Manager
Medway	Town Administrator
North Reading	Town Administrator
Norwell	Town Administrator
Northfield	Town Administrator
Plymouth	Town Manager
Princeton	Town Administrator (2009 and 2015)
Rutland	Town Administrator
Reading	Town Manager
Sharon	Town Administrator
Sherborn	Town Administrator
South Hadley	Town Administrator
Southbridge	Town Manager
Springfield	Chief Administrative and Financial Officer
Topsfield	Town Administrator
Walpole	Town Administrator
Wilbraham	Town Administrator
Winthrop	Town Manager
Yarmouth	Town Administrator

Other Municipal Positions

Worcester	City Auditor and City Treasurer (two positions)
Essex Regional Retirement Board	Executive Director
Medford Housing Authority	Executive Director
New Bedford	Chief Financial Officer
Somerville Retirement Board	Executive Director
Central Mass. Regional. Plan. Council	Executive Director
Martha's Vineyard Commission	Executive Director
Worcester Regional Transit Authority	Administrator



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

PROFESSIONAL SERVICE AGREEMENT Hopkinton Schools

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

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

Therefore, the Parties hereto mutually agree as follows:

1. **Professional Services.** The Center agrees to provide the professional services described in Exhibit A (Scope of Services dated May 2, 2016), which is attached hereto and incorporated herein by reference (“Services”). Trained personnel or sub-consultants of the Center shall render the Professional Services.
2. **Term.** The Center will use reasonable efforts to provide the Professional Services during the period from the date of this Agreement until December 30, 2016. Unless the parties agree to extend the term in writing, this Agreement shall expire at the end of the term or upon the completion of the Professional Services, whichever shall first occur.
3. **Confidentiality/Privacy.** The Center shall comply with all applicable state and federal laws and regulations relating to confidentiality and privacy.
4. **Payments.** The Town agrees to pay to UMass Boston the Professional Fee and reimbursable expenses specified in Exhibit A. The Town agrees to make payments upon receipt of invoices. The Center reserves the right to discontinue work if the Town fails to pay invoices within thirty (30) days of receipt. Payments shall be made to “University of Massachusetts Boston” and shall be sent to:

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

5. **Warranty Disclaimer.** The Center shall perform the Services in a professional and workmanlike manner. The Center shall endeavor to perform the Services within the schedule set forth herein, but is not liable for failure to meet the schedule. The foregoing warranties are in lieu of all other warranties, express, implied or statutory, including without limitation any implied or express warranties of merchantability, fitness for a particular purpose, or non-infringement of a patent or other intellectual property right.

6. **Limitation of Liability.** In no event shall UMass Boston be liable for any loss of profits, loss of use, loss of data, cost of cover, indirect, special, exemplary, punitive, incidental or consequential damages of any kind in connection with or arising out of this Agreement or the Services, even if UMass Boston has been advised of the possibility of those damages. Notwithstanding the foregoing, in no event shall its liability arising out of this Agreement or relating to the Services exceed the amounts actually paid.

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

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

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

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

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

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

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

Town

UMass Boston

BY: _____

NAME: _____

TITLE: _____



BY: _____
Stephen McGoldrick, Director

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

New Bedford, Massachusetts

Chief Financial Officer

Profile



EDWARD J. COLLINS JR. CENTER FOR PUBLIC MANAGEMENT
McCORMACK GRADUATE SCHOOL OF POLICY STUDIES
UNIVERSITY OF MASSACHUSETTS BOSTON

Introduction

The City of New Bedford has retained the services of the Edward J. Collins Center for Public Management at the University of Massachusetts Boston to assist it in its search for a Chief Financial Officer (CFO). The Center is a part of the John W. McCormack Graduate School of Policy and Global Studies. Founded by the Commonwealth in July 2008 the Center has a focus on assisting Massachusetts municipalities and state agencies.

Background on the City of New Bedford

New Bedford gained fame in the early part of the 19th century as the world's foremost whaling port. The whaling industry generated significant economic activity in the city as ships were constructed, provisioned and off-loaded in New Bedford for a time making New Bedford one of the wealthiest cities in America. Later in the 19th and early 20th centuries the City transformed itself into the country's leading cotton textile manufacturer. Today the City holds the distinction of being the top commercial fishing port in America, measured by the dollar value of its landings. New Bedford possesses a well-developed downtown center, an extensive deep-water port infrastructure, distinct historic neighborhoods, and a regional airport. The City consists of twenty square miles of land and is relatively narrow, lying along the right bank of the Acushnet river estuary. The City is approximately eleven miles long and two miles wide, east to west. The current population is slightly under one hundred thousand. The median family income in the City is approximately \$34,000 compared to a statewide average of approximately \$64,000. The school system serves more than twelve thousand students in nearly 30 schools.

In New Bedford, the school district is a part of the municipality, although the elected School Committee (Board) has autonomy in educational policy and hiring and related matters. The Mayor serves *ex officio* as Chair of the School Committee.

In recent years New Bedford has had a renaissance with the establishment of the New

Bedford Whaling National Park, expansion of the well-known New Bedford Whaling Museum, the establishment of the Zeiterion Performing Arts Center, and the establishment of a satellite campus of UMASS Dartmouth. In addition, construction will soon be underway for a major waterfront cargo terminal to support the nation's first offshore wind energy project. Other major transportation system improvements are planned, including commuter rail service to Boston.

Organizational Design and Governance

The City is governed by a directly elected Mayor with strong executive powers and a eleven member City Council. The Mayor and Council serve concurrent two-year terms. The Council consists of six ward councilors and five at-large councilors. The Mayor serves as the Chair, *ex officio*, of the School Committee. The position of Chief Financial Officer was established by city ordinance. It is available on the Collins Center web site. The current Mayor, Jon Mitchell, was elected for his first term in November 2011. Previously he served as an Assistant US Attorney based in Boston.

Public Finance

General Fund Expenditures for FY2011 totaled \$274 million of which \$105 million or 38% were for education. The property tax levy for FY2011 was \$93 million and for the same year \$131 million of revenue was from state aid. In FY 2011 \$25 million (27%) of the property tax levy was from commercial and industrial classes of property and \$63 million (68%) was from the residential class of property. New Bedford has a uniform property tax rate for all classes of property. New Bedford has an A1 bond rating from Moody's.

The Chief Financial Officer

The Chief Financial Officer position was established in 2007. The ordinance creating the position placed the following departments under the direct supervision of the CFO: City

Auditor, Treasurer, Assessing, Purchasing, and MIS. Since enactment of the ordinance in 2007, the position has been filled by people appointed from within the city government who also headed one of the departments subordinate to the CFO. Early in his term Mayor Mitchell decided to appoint a person to the job who would not be *double-hatted*, would bring a fresh eye and new expertise to the city, and would be able to play a leadership role as a senior member of the Mayor's staff. The CFO is appointed by the Mayor and requires confirmation by the City Council. The appointment is for a three-year term.

The CFO will have operational responsibility for the five departments subordinated to the position by the ordinance and serve as the Mayor's senior advisor on budgetary and financial matters. Preparing the Mayor's annual budget and monitoring its execution is a core function of the position. Managing the financial relationships with the City's development and enterprise entities will be in the CFO's purview, as will management of relationships with the City's auditors, rating agencies and state oversight bodies.

The physical location of the CFO's office will be within the Office of the Mayor; the CFO is expected to function as an integral member of the Mayor's management team.

Challenges for the CFO

- **Gaining and maintaining the full confidence of the Mayor and Council.** New Bedford is a strong-mayor city. While the CFO has specific powers and duties defined by statute the CFO will draw much of his/her authority from the development of an effective working relationship with the Mayor and Council.
- **Creating the institution of the Office of the CFO.** Expectations are high that the CFO will help establish an organizational climate that fosters continuous improvement in City's financial operations. Since this is a *de facto* new position, in many ways, the first person in the job will define it.
- **Strengthening the capabilities of**

financial departments. The subordinate departments need to be strengthened so that they can consistently perform their key statutory responsibilities. This will require an early assessment and development of a capacity-strengthening plan. The city is making a major investment in a new MUNIS system for financial management. A key element of the CFO's job will be to ensure that the city fully utilizes this investment to support and enhance financial management operations and reporting.

- **Earning the respect and support of subordinates, peers and key opinion leaders.** The CFO will have extensive interaction with key players in the municipal organization. The CFO will need to quickly demonstrate a high level of competence and professionalism to earn the respect and confidence of the City's leadership and staff. This is not a learning position.
- **Forging a relationship with the top management of the School Department.** State law places much budgetary and financial control of the school department budget within the school system, but these functions need to be closely linked to city financial operations. A search for a new school superintendent will commence shortly.
- **Establishing a working relationship with the City Council.** The CFO must be able to develop a positive relationship with the Council. Meeting this challenge effectively is necessary to set the stage for the CFO's long-term relationship with the Council.
- **Articulate the City's financial situation.** The CFO must have the confidence, communication skill and credibility to represent the City to key opinion leaders including those from the media, state agencies, the business community and bond rating agencies.

The Ideal Candidate

The ideal candidate will be a professionally seasoned manager with well-developed financial skills who has a demonstrated record of

effectiveness in public organizations and who has worked directly with political leaders. The ideal candidate could come from the City Management profession, the Government Finance profession or the non-profit or business sector, provided the candidate has significant experience in environments characterized by public decision-making.

The Ideal Candidate needs to be:

- Able to demonstrate unquestioned integrity in interactions with political leaders and staff at all levels and the public.
- Able to firmly exercise the control of city finances envisioned in the Ordinance establishing the CFO position, but do so in a way that engenders understanding of the City's limitations and encourages participation by staff at all levels in meeting the City's cost containment and revenue maximizing goals.
- Able to help the Mayor and Council understand the short and long term financial implications of their policy decisions and the constraints the City faces.
- Able to carry out the duties of the CFO while functioning as an *inside actor* who develops strong formal and informal linkages within the municipal and school structures.
- Able to utilize the powers inherent in the position to help represent the City's agenda in discussions with senior state and federal leaders and with the private sector.
- Able to establish a *culture of continuous improvement* in financial management and budget analysis at all levels in the organization.
- Able to function as an accessible and effective organizational leader in a complex urban environment characterized by limited resources, high service demand and a multi-cultural environment.

The Ideal Candidate

The ideal candidate will have a Bachelor's degree and the experience typically gained through a Master's degree program in a relevant field and fifteen to twenty years of public management

experience working directly with elected officials, preferably in an urban context. The successful candidate must be a well-rounded manager with a track record of managing complex customer service organizations in an environment of constrained financial resources. Municipal service planning, financial and human resource management and the ability to build and foster a cohesive management team are strengths vital to this position, as is the ability to develop and maintain positive professional relationships with senior officials of the Commonwealth. The successful candidate must have demonstrated a real affinity for working across the leadership spectrum in a highly urban context and on behalf of a widely diverse citizenry.

The Selection Process

The Collins Center staff will assess applications, conduct preliminary interviews and recommend a small number of candidates for interview by the Mayor.

Salary and Schedule

The established direct salary range for this position is \$120,000 to \$147,000. The City is willing to negotiate an employment contract with the selected candidate.

How to Apply

Applications are preferred electronically by July 6, 2012. Please send your resume with a cover letter addressing the job requirements to this email address: umbrecruitment@gmail.com. The words New Bedford CFO 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: Richard Kobayashi, Senior Consultant (617 489-8812), or Mary Aicardi, Consultant (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