



EDWARD J. COLLINS, JR. CENTER FOR PUBLIC MANAGEMENT
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Barnstable County Commissioners
3195 Main Street
Barnstable, MA

via email

Dear Commissioners,

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

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

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

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

Following is a comprehensive proposal to provide recruitment services for Barnstable County's Manager. A careful definition of the challenges that the County will face and the organizational environment that the new County Manager will engage and manage is a key component of the recruitment process. To be successful the County 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 Barnstable County residents of the County's open and transparent approach to governance.

We want to advise the County 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