

October 20, 2020

Ms. Christine Hoyt, Chairperson  
Adams Board of Selectmen  
8 Park Street  
Adams, MA 01220

Dear Ms. Hoyt:

We appreciate the opportunity to submit this proposal to the Town of Adams to provide consulting services to the Town as it reviews its local organizational structure and processes in order to consider opportunities for improved governmental operations. We did note that the Massachusetts Division of Local Services, in its 2017 Fiscal Evaluation and Management Review Report, recommended such an initiative as it has been nearly fifteen years since the Town reviewed and/or revised its Charter.

As you know, Community Paradigm Associates is a Massachusetts-based firm that was established in 2014 as a multi-dimensional organization focusing on governmental, nonprofit, community, and business concerns. Our primary focus is working for and with municipal governments including, public management studies, organizational assessments, strategic planning, community engagement and executive recruiting. Members of the Community Paradigm team have served as municipal managers in small and large communities, all forms of government, and as first managers in newly created charters as well as communities with long established forms of government in which we have engaged in restructuring and organizational change. I have attached our most recent Firm Profile, which lists the clients that we have served over the past 6 years.

In addition to our local government experience as practitioners and consultants, we have held positions with several institutions of higher education as adjunct faculty teaching graduate and undergraduate courses related to local government, public administration, and public policy. This work has also provided us with a broader perspective of local government organization and systems that could be a resource to the committee as it completes its work.

Our proposal envisions that our services would be delivered in conjunction with a Government Study Committee that would be appointed by the Board of Selectmen. The mission of the Committee would be to evaluate the Town's existing government structure with an eye towards recommendations that will improve the efficiency and effectiveness of the Town's local government in allocating and maximizing resources, and addressing challenges and opportunities that the Town faces in its delivery of services and future development.

Our scope of services would include, but not necessarily be limited to the following areas:

1. Evaluate Existing Organizational Structure and Processes

- Assemble and review background documents and materials regarding the existing structure of government and operational processes including bylaws, special acts, policy books, operational reviews, recent annual reports, recent annual budgets, and notable legal opinions.
- Initial Consultation with Board of Selectmen, Town Administrator to obtain perspective on current operations via recent experiences, issues and identified shortcomings.
- Meet with representatives from the Town's elected Boards, Commissions, Committees and officers to receive input and information relative to their perspective on the operation of the Town.
- Meet with representatives from the Town's appointed Boards, Commissions, Committees and officers to receive input and information relative to their perspective on the operation of the Town.
- Meet with Town Department Heads to receive input and information relative to their perspective on the operation of the Town.

2. Analysis and Findings

- Preparation of a Findings Report in a memorandum report with findings and possible recommendations and decision options for the Town Government Study Committee.
- Meet with the Government Study Committee to present and discuss findings, recommendations and determine any needed follow-up prior to moving onto the next phase.

3. Committee Review and Consideration

Assist the Committee in developing a work plan that determines phases of their study and particular areas of Adam's governmental structure and systems that would be included in an overall review based upon the completed analysis and findings. This assistance would include functioning as meeting and discussion facilitator, and technical resource of various forms of government, alternative organizational structures and operating processes based upon other municipalities. Discussion would focus upon key decision points that would include:

- Structure of legislative body
- Election or appointment of specific officials and multi-member bodies
- Potential authority and responsibilities of the Chief Operating Officer

It is assumed that Study Committee will seek citizen and stakeholder input regarding the overall functioning of the Town's government and more specifically the manner in which residents can participate in their local government. The typical method of engaging with the citizens on these matters is the use of public forums at the beginning, middle and end of the process. Such a method would include eliciting opinions and conducting discussions about questions of what is seen as working and not working at the outset of the process, presenting preliminary findings of the Committee at a midway point, and then presenting draft recommendations for community input at the conclusion of the Committee's work. We would assist with providing information to the Committee in support of these forums and serve as a resource to the Committee and public during the forums.

It is also anticipated that in its work the Committee will seek information regarding the experiences of other municipalities that are structured or operated differently from Adams. The purpose of this information will be to ascertain whether these cities or towns have more effective or representative governments. Utilizing our knowledge of Massachusetts municipal government and our network of subject experts in these municipalities we would assist the Committee in bringing the information and/or subject experts to the Committee and assist with the eliciting the desired information.

We will provide support to the Study Committee at the conclusion of their work in assisting the Committee with their preparation of a Final Report and the presentation of recommendations to the Board of Selectmen. As part of this Report we will work with the Town in drafting any proposed Charter and By-law changes for consideration by the Board of Selectmen and Town Meeting.

Based upon a review of the proposed project scope we anticipate that this initiative will require 12-15 months. This schedule envisions the Phases 1 and 2 being completed by April 1<sup>st</sup> of 2021, and the remainder of work with the Committee being completed during the first quarter of 2022. And this timetable might be expedited based upon availability of individuals and the extent of Committee consideration of various options.

We would propose a fee of \$19,000 for this project with 50% payable at the end of Phases 1 and 2, and the remainder at the conclusion of Phase 3.

We look forward to the opportunity to once again work with the Town of Adams on this important and interesting project. Please feel free to contact us with any questions.

Sincerely,

Bernard Lynch  
Principal

