

**TOWN OF HANOVER
BOARD OF SELECTMEN
550 HANOVER STREET**



**REGULAR MEETING
MONDAY, MARCH 12, 2018
6:00 PM
REVISED**

AGENDA FOR MEETING

- 6:00 p.m.** Open Meeting/Open Forum
- 6:15 p.m.** Joseph Colangelo
- Town Manager Interview (*interview time is approximate*)
- 7:15 p.m.** Michael Gallagher
- Town Manager Interview (*interview time is approximate*)
- 8:15 p.m.** Shawn MacInnes
- Town Manager Interview (*interview time is approximate*)
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Discussion/Action Items:

Open Forum:

Pending:

Warrant Article Policy (May)
Fraud Risk Assessment Policy
Vote Sylvester School Request for Proposals (RFP)

Meetings are broadcasted live and recorded for airing on future dates on Comcast channel 8 and Verizon channel 36.

The topics listed above represent what the Chairman reasonably anticipates will be discussed at the time this notice was posted.

Municipal Resources, Inc.
120 Daniel Webster Highway
Meredith, NH 03253

February 20, 2018

Re: Cover Letter for Hanover Town Manager – Joseph Colangelo

Dear Municipal Resources:

The Town Manager position for Hanover is an exciting opportunity. Professionally this position represents the perfect next challenge in my career and personally Hanover is an ideal community for my young family to grow roots. My wife is from the area and we are actively seeking opportunities to relocate closer to extended family.

I have over a decade of municipal management experience with service to four communities in Vermont. During my tenure as a professional municipal manager, I have established myself as a strong communicator, dedicated team-builder, and effective leader, even during challenging times. Some of the accomplishments I am most proud of include the financing and construction, in cooperation with Middlebury College, of the Cross Street Bridge in Middlebury, Vt., a new police station in Hinesburg, Vt., an award winning inter-municipal partnership for stormwater management between the Town of Shelburne and the City of So. Burlington, the publication of my 'Weekly Town Manager's Report', and the development and management of well-crafted, well-organized, municipal budgets. Moreover, I am currently involved with an effort to regionalize emergency dispatching services throughout the county by working with several other municipalities. In my present position I coordinate resources with the University of Vermont, the UVM Medical Center, and other important world-renown institutions such as Shelburne Farms and Shelburne Museum.

While Hanover is larger and more complex relative to the municipalities I have worked for thus far, I am prepared for success based on the "Ideal Candidate Profile & Challenge Statement." The desired experience, traits, and ideals listed in that document closely matches the challenges and responsibilities I face and help find solutions to on a daily basis. It would be an absolute honor to become part of and work with the entire Hanover community to address the challenges and opportunities it faces now and in the future.

I am grateful for the opportunity to supply my application materials for your consideration. I look forward to hearing back from you soon.

Sincerely,



Joe Colangelo

Sent via e-mail to: recruitment@mrigov.com

Joseph Nicholas Colangelo^{,ICMA-CM}

2844 Notch Road, Jericho, Vt. 05465 * 802.355.6848 *colangelo.joseph.1@gmail.com

Education

Master of Public Administration, Rockefeller College of Public Affairs & Policy, University at Albany 2006
Bachelor of Arts, Hunter College, City University of New York 2004

Professional Experience

Town Manager, Shelburne, Vermont 2014 – Present
Shelburne is a full-service local government with 51 full-time and over 25 part-time employees, two collective bargaining units, \$8M general, \$1.8M wastewater, and \$1.2M water fund budgets. Shelburne is part of the greater Burlington metropolitan area. 5-member Selectboard, 7,200 population. Major tourist destination. State's second highest median income. Town Manager's responsibilities are set forth in the Town Charter.

Town Administrator, Hinesburg, Vermont 2011 – 2014
Hinesburg is a full-service local government with 17 full-time employees, a collective bargaining unit, \$3M general and \$700K water/wastewater budgets. 5-member Selectboard. 4,500 population. Hinesburg is a rapidly growing community on the edge of the Burlington metropolitan area. The Town Administrator manages general affairs, functions as finance, human resources, and economic development directors, and supervises the work of all town departments.

Assistant Town Manager, Middlebury, Vermont 2007 – 2011
Full-service municipality with 54 full-time employees, a collective bargaining unit, \$9M general, \$3M water/wastewater budgets. 7-member Selectboard. 8,500 population. Middlebury is a dynamic college-town and regional economic center. Primary responsibilities included finance and personnel management.

Management Intern, Town of Barre, Vermont 2006 – 2007
Town of Barre is a full-service local government with over 50 full-time employees, 4 collective bargaining units, and a general fund budget of \$6M. Population 8,000.

Graduate Student Intern, New York State Department of Civil Service 2005 – 2006
Responsible for human resources and organizational development of New York State agencies and departments. Worked full-time while attending graduate school full-time.

Technical Researcher II, New York Public Library 2003 – 2005
Member of the Wilson Project and Photographic Services Division of the New York Public Library. Worked full-time while completing undergraduate degree as a full-time student.

Summer Residential Advisor, University of Iowa, Iowa City, IA Summer 2003
Responsible 24/7/365 for junior high and high school aged students participating in residential summer enrichment academic programs.

Corps Member and Fire Fighter, AmeriCorps NCCC, Northeast Region, USA 2002
Completed over 2,000 hours of national community service and certified as a National Wild Lands Forest Fire Fighter. Received Education Award, Presidential Award, and Team Leader Award.

Teaching Experience

Instructor, University of Vermont 2011 – Present
Developed, designed, and instruct a class in the Department of Community Development and Applied Economics (CDAE) focused on local government management.

Board of Director Appointments

2014 – Present	Vermont League of Cities & Towns (VLCT) Employee Relations and Benefits Trust, Inc.
2011 – 2015	Vermont City/Town Management Association (VTCMA), President 2013 – 2015
2007 – 2014	Vermont League of Cities & Towns, Unemployment Insurance Trust, Inc.
2013 – 2014	Vermont League of Cities & Towns, Health Insurance Trust, Inc.
2013 – 2014	Champlain Housing Trust, Inc.
2009 – 2011	Better Middlebury Partnership

Selected Committee Appointments

2017 – Present	Joint-Survey Committee, Chittenden County Regional Dispatch Union Municipal District
2016 – Present	Regional Dispatch Implementation Committee, Chittenden County Regional Planning
2014 – Present	Library Building Steering Committee, Shelburne, Vt.
2010 – Present	Joint Fiscal Committee, Vermont League of Cities & Towns
2008 – Present	Transportation Advisory Committee, Vermont League of Cities & Towns
2011 – 2014	Economic Development Committee (founder), Hinesburg, Vt.
2011 – 2014	Public Safety Building Committee, Hinesburg, Vt.
2012	NASAPP Accreditation Review Committee, University of Vermont
2010 – 2011	Middlebury Fire Department Building Committee, Middlebury, Vt.
2007 – 2010	Cross Street Bridge Committee, Middlebury, Vt.
2008	2008 ICMA National Conference Evaluation Committee, Richmond, Vt.

Additional Education and Training

2017	Gettysburg Leadership Institute, ICMA
2017 – Present	International City/Town Management Association, Credentialed Manager
2014	Vermont Leadership Institute, Snelling Center for Government, University of Vermont
2012	ICMA Emerging Leaders Development Program
2004	Universidad Nacional de Mar Del Plata, Argentina, Spanish Language
2002	Certified National Wildlands Fire Fighter

Professional Associations

International City/County Management Association (ICMA)
Vermont City/Town Management Association (VTCMA)

Question 1

A. Negotiating and subsequently managing collective bargaining agreements (CBAs) is a vital facet of this job and I have over ten years of direct experience with this responsibility in a municipal setting. I have always worked at building productive relationships with union stewards and union management in order to (i) put service delivery and the best interests of the community above all else (ii) solve issues at the lowest possible level. Sometimes this happens smoothly and other times there can be hiccups. However, regardless of the tenor of the relationship, the Town Manager must showcase the highest levels of respect and professionalism in order to maintain the dignity of the office and the town. It's also important never to give-up on these relationship and seek opportunities for improvement when practical.

Productive CBA negotiations can and should yield positive results for the community, employer, and employee. For example, in the last round of negotiations for a new three year CBA for Shelburne's Police Department, we were able to implement a physical fitness program as well as a program for mandatory counseling after a significant incident such as a shooting to best serve our police officers, the department, and the community as a whole.

B. I have a decade of direct experience developing and managing municipal budgets. As the Assistant Town Manager for Middlebury (VT), Town Administrator for Hinesburg, and as Shelburne's Town Manager, I have been the staff person responsible for building and managing budgets. Regarding budget development, I put substantive time and effort into developing a timeline and process agreeable to all parties – the Town Manager, department heads, and Selectboard – that is ultimately adopted by the Selectboard at a duly warned meeting, typically nine months prior to budget adoption. Expectations, timelines, and deliverables are clearly identified at the beginning of the process for everyone involved.

First we go through the process of building the annual Capital Improvement Plan (CIP), a statutory requirement. After the CIP is adopted, I ask department heads to develop a narrative to share with the Selectboard outlining the ramifications of a 3% budget increase, flat-budget, and 3% budget decrease in each of their departments. With those narratives in hand, I ask the Selectboard to discuss their goals and values so I can develop a budget with those in mind. In early December I deliver my initial budget presentation to the Selectboard and public; prior to the New Year I hand over the Town Manager's proposed budget. By the deadline established in Shelburne's Town Charter, I provide the Selectboard with the Town Manager's budget roughly one month early so they have ample time to deliberate before

setting the Town Meeting Warning by the end of January. Concerning budget management, I provide the Selectboard (and public) quarterly budget reports throughout the year. The purpose of these is to ensure that any issues can be addressed quickly and that there are no surprises at the end of the year. I also meet monthly with all of my department heads and as part of those meetings we review their department's budget.

Of course my practice in Hanover may deviate either a little or a lot from the process described above. I would want to work with current staff and the Selectboard to utilize a budget development process appropriate for Hanover and one supported by the key participants. For both budget development and budget management I implement a management practice based on a high level of transparency and the outcome(s) thus far have been nothing but positive.

C. I have utilized a number of hiring approaches depending on the position and other extenuating circumstances. In all cases I have established a hiring committee to vet candidates so a complete picture of the possible candidates can be generated and not one just based on one person's naturally subjective views. My hiring practice is to seek an inclusive batch of qualified candidates in an effort to ensure the workforce is diverse and highly competent. To assist with personnel related decisions I have developed a document called the Organizational Improvement Plan (OIP) and recently I have updated Shelburne's 30-yr old personnel policies. I also have suitable experience with discipline and termination. While not the most enjoyable aspect of the job it is vital to the success of a manager to know when and how to appropriately implement disciplinary measures up to and including termination.

D. Every year I have led the effort to update and amend the Capital Improvement Plan (CIP) for the various towns I have served. I have always placed a high level of importance on the CIP – a statutory requirement in Vermont – and the process used to ultimately adopt the document each year. When developing a CIP it's important to define community needs, values, and wants, as well as costs, likely funding sources, and the sources of funding that make the most sense from an economic, pragmatic, and moral standpoint for the various items. Of course, developing the CIP must be a highly transparent endeavor and the Town Manager should actively solicit community-wide input during this process. More recently, I have implemented a document known as the Organizational Improvement Plan (OIP). Combining the CIP and OIP together is similar in nature to the foundations of a single strategic plan.

Question 2

I'm familiar with the Selectboard-Town Manager form of government. The Selectboard is the policy focused board of directors while the Town Manager is the CEO charged with delivering the services of the town based on the policies adopted by the Selectboard. The Town Manager must maintain solid but dispassionate relationships with the Selectboard as a whole and with the individuals who make up the whole. The Town Manager should be providing objective, timely information to the Selectboard so they are able to make policy decisions based on facts.

Remaining above the political fray can put the Town Manager into direct conflict with members of the Selectboard who may want special treatment or seek to have outsized influence relative to their colleagues. I've experienced this situation countless times and I have always remained firm with my actions so that the same information is provided at the same time and in the same manner to all members of the Selectboard. Similarly, there is balance between building strong professional relationships with strategic partners and maintaining a clear line so that special favors are neither expected nor provided. Unlike the owner or CEO of a private business a Town Manager has nothing that can be given away or provided with a reduced charge.

I teach a class at the University of Vermont on local government management and this topic receives the most amount of attention and interest from the students. It's a genuine challenge of the profession to remain objective, dispassionate, and neutral at all times and yet it's an essential requirement of the ICMA Code of Ethics and a professional manager's ability to achieve stable, long-term success in a community. Not only have I stayed away from obvious activities such as political affiliations but I have also made it a point not even to join groups like Rotary where I would be part of a subset of the community. The Town Manager simply must be a warrior for objective information.

The communities where I have worked, like Hanover, also display high levels of civic engagement and residents do not shy away from questioning and critiquing their local public officials. To meet these expectations I have prioritized activities such as revamping the town website, developing and publishing a 'Weekly Town Manager's Report', and I provide information that was once only available to the Selectboard for their bi-weekly meetings to the entire community via the website and through op-eds in the local newspaper. I always keep my office door literally and figuratively open and I seek out interactions with as many people and groups as I can. As a member of the millennial generation, I am comfortable with

most forms of communication developed during the Information Age, and I know how to utilize them effectively as a management tool for local government.

At the end of the day the Town Manager's most important function is to protect the sacred values of open, transparent, and democratic local government. I have operated in highly contentious environments and maintained my professionalism and sense of duty to these sacred values when others might have flinched. I fully understand these challenges found in the local government management profession and I accept them.

It's important the Town Manager develops positive relationships with staff members. The Town Manager should be trusted to provide appropriate guidance, to ensure that all staff members are treated fairly and professionally, and that they have the resources necessary to perform their task(s) for the organization. I like to make it a point to visit staff at their job sites in order to learn about what they do and how they do it. This shows the respect and appreciation all employees deserve for doing the task they do for the community. Providing for a healthy and supportive work environment – free from the threat of harassment and with adequate safety training – is an important part of the manager's role and it is an aspect of the job I do take seriously.

Question 3

Fundamental to the success of an activity like this is the Town Manager's ability to build consensus around a process that will be used to make this analysis. The Town Manager must rally the Selectboard and town staff around shared goals and a suitable process and ensure there is a clear, transparent understanding of objectives, expectations, process, timeline, qualitative and quantitative data that will be generated, and how information will be used to make recommendations. If the Town Manager tries to convince the Selectboard to adopt ideas they are not comfortable with or does not provide them with an opportunity to help frame the process, the plan will fail. Likewise, if the Town Manager moves forward without staff support or involvement, the final result will lack much of its intended force. The Town Manager's chief role is to build the trust and confidence required within the organization to achieve a positive outcome.

I have guided the Town of Shelburne over the past four years in efforts similar to the problem outlined in this question. Two activities have been successfully implemented. The first is the development of an Organizational Improvement Plan (OIP) as a tool we now use to help guide current and future hiring and organizational decisions in each department.

Second, I am extremely proud of accomplishments I have been involved with recently in the area of shared/regional municipal services.

Here are a few examples: First, Shelburne and our neighboring community, the City of South Burlington, developed a partnership to better manage stormwater. This program was innovative enough that it received regional (New England) awards. Second, I am currently involved in an initiative of eight communities to provide 911 call taking and emergency dispatching services on a regional level via a shared governance model. Third, Shelburne and six other area communities just implemented a program to embed trained social workers with our police department(s) to more effectively engage those struggling with mental health related issues.

Question 4

To address this issue as Shelburne's Town Manager, I developed a document called the Organizational Improvement Plan (OIP). Philosophically, the OIP is grounded in the statutory formality of the Capital Improvement Plan (CIP) but with a focus on the future human resource(s) needs of the organization. Less than two years later, Shelburne's OIP has been effectively implemented as a tool to guide personnel decisions aimed at meeting the long-term, visionary goals adopted in the OIP to reorganize and/or restructure town departments for more efficient and effective service delivery.

Just recently, I announced the appointment of Shelburne's new chief of police (effective February 1, 2018). The process used to make this selection as well as the candidate promoted into this position were direct results of succession planning goals conveyed by the OIP.

Through my experience working in the Classification & Compensation Division of the New York State Department of Civil Service, as Assistant Town Manager for Middlebury, Vt., where my primary areas of responsibility were financial and human resources management, as Town Administrator for Hinesburg, and currently as Town Manager for Shelburne, I have gained significant experience creating and modifying organizational structures of various sizes and complexity within government.

My approach might vary depending on the situation. In certain situations a promotion from within may be prudent if a succession plan has been well implemented and there is/are personnel ready to take on department head responsibilities. In other situations a full and comprehensive external search may make the most sense, even if ultimately an internal candidate is selected. In order to successfully perform in the position of Town Manager it is

necessary to know when and how to make a decision regarding hiring process and expectations.

Question 5

Balancing tensions inherit with economic growth and the preservation of ecologically sensitive areas, the pride and importance of a vibrant boutique, homegrown business community, and clashing views over what ‘sustainable’ economic development means are identical to issues Shelburne and the “Greater Burlington” area of Vermont face. I’m familiar with this conversation. The Town Manager’s chief role is to build goodwill, trust, and confidence with all parties so that a realistic plan can be achieved and realistic actions can put into motion.

It would be inappropriate for the Town Manager to make any definitive statements regarding his or her own visions, except to advocate strongly for a plan developed and adopted by the community because that would forever tarnish the Town Manager’s ability to work objectively with all stakeholders. Additionally, my experience to-date suggests that the Town Manager must guarantee that often forgotten matters fundamental to big picture economic development discussions such as wastewater and water capacity are properly considered and brought to the table early in the process.

During my time in Shelburne we adopted Form Based Zoning along a heavily traveled section of roadway (U.S. Rte. 7) that has historically been viewed as aesthetically unappealing and as an underperforming economic engine. Early indications suggest that these new regulations will stimulate the type of economic growth desired by the community for this particular area of town. As Town Administrator in Hinesburg I was successful helping the community redevelop an industrial site ravaged by a fire. By utilizing a public-private partnership and through capturing grant opportunities, six years later this location is an economic driver for the entire region.

When I was the Assistant Town Manager for Middlebury, Vt., through a joint effort between Middlebury College and the Town of Middlebury, the community was able to build and locally finance (without state or federal assistance) a \$16,000,000 downtown bridge, a priority project without funding for over 80 years. In my role with Shelburne, I work closely with two world-renowned institutions – Shelburne Farms and Shelburne Museum – on capital projects and events that benefit all parties. As Town Manager I would make an effort to continue my past achievements by building strong strategic partnerships with those inside and outside Hanover’s geographical boundaries.

Michael H. Gallagher
32 Tamarack Trail
Weymouth, MA 02190
(781) 264-0500
Michael.H.Gallagher@comcast.net

January 29, 2018

Alan Gould, President
Municipal Resources, Inc.
120 Daniel Webster Highway
Meredith, NH 03253

Dear Mr. Gould,

Thank you for taking time to meet with me at the MMA Conference regarding your search for a Town Manager for the Town of Hanover. As my resume will attest I possess a very unique skill set having served as an appointed public official and an elected public official, along with years of management experience in the private sector. My experience in these endeavors positioned me well to assume my current role as Town Administrator in North Attleborough.

Prior to accepting my current assignment the position I held as director of administrative services for the Town of Weymouth provided me a wonderful opportunity to change careers and learn the inner workings of town government. While serving in the capacity of Deputy to the Mayor and Chief of Staff my first order of business was to find opportunities to provide more efficient and effective methods to deliver services to the community in keeping within budgetary constraints. In order to accomplish this goal I was constantly interacting with all town departments, committees, boards, unions, state agencies and the general public seeking collaboration and cooperation to navigate through some difficult fiscal situations. The financial constraints we faced as an administration, coupled with meager free cash and eventual 9C reductions in state aid, proved challenging, but not insurmountable. With everyone working together the Town of Weymouth survived some tumultuous times, but was left in a much better financial position than how we, as an administrative team, found it.

In North Attleborough my challenges have been many. My first order of business was to bring the departments together in a collaborative approach to deal with a failed proposition 2½ override attempt and a bleak financial outlook for the fiscal years that followed. By inviting all interested stakeholders into the process, collectively, we were able to propose balanced, fiscally responsible budgets, which were ultimately adopted by the Board of Selectmen, the Finance Committee and Town Meeting. By changing the budget formulation approach to an inclusive one all departments stood united for the first time in years, which sent a positive message to the residents of the town. I am proud of how the department heads worked collaboratively with me in this endeavor and trust that the methodology we adopted will continue long after I have left my current position.

With my first budget submittal I also proposed the creation of an economic development position and the need for the town to market itself. That proposal is now coming to fruition as the need has been

recognized across the community. At present, the function is being performed part time by one of my staff members and interns we were able to attract; however, I have received approval to hire a full time contractor to work with me through the balance of this fiscal year. Working closely with multiple stakeholders in the community I have been able to attract new businesses and find appropriate space for others that were contemplating leaving the Town. I also worked with a commercial landlord in town and was able to create incubator space for small startups. We are also preparing to launch an economic development web site that will serve as our primary marketing tool.

Being a firm believer in open and transparent government one of my first acts was to place all collective bargaining agreements and memoranda of agreement online. I also contracted with an organization to place the town's financial information on the town's web site and to compare the town to other communities of like size to help the residents understand where the town stands.

The above are examples of the some of the changes I've introduced to the community by thinking outside the proverbial box, which is one of the strengths I bring to the table. My background in the private and public sectors, management experience, ability to bring people together for a common cause and vast knowledge of municipal operations make me as a unique and ideal candidate for the position of Town Manager. I look forward to speaking with you to discuss in greater detail the requirements of the position and how I may be of service to the Town of Hanover.

Regards,



Michael H. Gallagher

Encl.

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Weymouth, MA 02190
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Michael.H.Gallagher@comcast.net

PROFESSIONAL SUMMARY

Management professional with extensive experience providing world-class customer service in both the public and private sectors. Significant expertise in providing best-of-breed service delivery for multiple municipalities (Weymouth and North Attleborough), investment and financial services companies (Grantham Mayo Van Otterloo, Fidelity Investments, SunGard Financial Systems, Boston Financial Data Services) as well as multi-site publishing, inter-/intra-net services and financial publishing concerns. Experienced negotiator with a proven track record of settling complex labor contracts with multiple general government and school department unions as well as multi-million dollar agreements with various vendors in the private sector. Developed and managed public sector and private sector capital and expense budgets, managed support teams in mission-critical 24x365 environments, developed process improvement plans for teams focused on delivering superior service delivery and established collaborative working relationships with constituents, peers, direct reports, and vendors.

PROFESSIONAL EXPERIENCE

Town of North Attleborough

10/2015 – Present

Municipality of approximately 34,000 residents located in Bristol County, Massachusetts.

Town Administrator

Reports to a five-member board of selectmen. Directs the activities of multiple departments (Selectmen's Office, Human Resources, Legal, Information Technology, Building, Fire and Emergency Management, Elder Services, Veterans Services, Elections, Animal Control, Building Maintenance).

- Established the position of economic development manager to build relationships with local business
- Negotiated new multi-year contracts with all collective bargaining units
- Joined the Governor's Community Compact and was awarded grants for two major initiatives for the town
- Revamped the capital improvement process requiring departments to provide a ten year forecast and return on investment (ROI) information for all capital investments
- Developed balanced budgets for the last two fiscal years
- Established a collaborative approach to budgeting by including all department heads in the process
- Implemented new processes within the Board of Selectmen's Office to establish efficiencies
- Launched a new web site to provide more transparency to the community
- Worked with the town clerk to establish online meeting posting process
- Subscribed to ClearGov to establish transparency and provide more data to the residents of the Town

Town of Weymouth, Weymouth MA

01/2008 – 10/2015

Municipality of approximately 55,000 residents located in Norfolk County, Massachusetts

Director, Administrative Services

Reported to the Mayor and functioned as Deputy to the Mayor, Chief of Staff and IT Director. Directed the activities of multiple departments (Information Technology, Human Resources, Legal, Building Maintenance, Parks and Recreation, Elder Services, Veterans Services, Youth and Family Services and Emergency Mgt).

- Negotiated new multi-year contracts with all collective bargaining units throughout the town
- Saved approximately \$6 million by negotiating an agreement with the various town unions to join the Commonwealth of Massachusetts Group Insurance Commission
- Consolidated functions and automated processes resulting in annual savings of approximately \$150K
- Negotiated contract amendments to increase revenues from cellular service rental agreements
- Assisted in the budget preparation process to deal with constraints imposed by reduced state aid
- Collaborated with the school department to implement a town wide VoIP communication solution
- Obtained multiple grants to support IT infrastructure improvements
- Implemented virtual server and SAN architecture to meet departmental demands
- Introduced smart phones and tablets to enable better communication among employees
- Installed Wi-Fi hot spots throughout various town buildings providing secure and guest connectivity
- Expanded town owned fiber network to support increased utilization of data voice and video networks

Town of Weymouth – School Committee

5/1993 – 12/2005

A body politic elected town wide and charged with setting policy for the Weymouth Public Schools.

School Committee Member

Elected to four terms (13 years) as a member of the Town of Weymouth School Committee, serving as chairman for four years, vice chairman four years, secretary four years. Appointed as a member of the budget and collective bargaining sub-committees for 11 years. Set policy for the school system and developed operational and capital budgets that met the needs of the students and school system, while operating in a fiscally responsible manner.

Grantham, Mayo, Van Otterloo and Co, LLC, Boston, MA

11/2006 – 12/2007

Investment management organization specializing in high asset investors

Director, Technology Infrastructure

Directed the activities of the infrastructure support teams (network services, systems management, desktop support, application support, help desk, and disaster recovery) responsible for all infrastructure systems, operations and application support for GMO worldwide.

- Realigned personnel resources and redesigned IT operational processes to more effectively and efficiently deliver services to the worldwide GMO user community
- Developed long term high availability infrastructure architecture plans to position GMO to execute strategic corporate initiatives
- Introduced service delivery metrics and reporting to provide objective data models using ITIL frameworks
- Instituted problem management and change control processes
- Replaced aging corporate network architecture with new Cisco solution to position GMO to grow and implement new applications

New York Times Company, New York, NY / The Boston Globe, Boston, MA

4/2004 – 11/2006

Leading daily newspapers in the New York and Boston metropolitan areas

Director, Technology Operations and Support

Directed the activities of all New York Times data center personnel across the US with specific focus on all activities and teams providing production and back office IT operations services (data center operations, network operations, desktop support, systems management, database administration, data and telecommunications, and web system management) in a heterogeneous environment. Responsible for business continuity planning and disaster recovery preparedness and testing for all New York Times Companies. Supported The Boston Globe and affiliated New England Media Group companies. Managed an enterprise project to consolidate 9 New York Times Company data centers into 2 facilities in New York and New England.

- Realigned personnel resources and redesigned IT operational processes using Six Sigma methodologies to better deliver services as part of an overall IT transformation initiative reducing operating costs by \$8 million annually
- Developed long term infrastructure architecture plan to position New England Media Group to execute strategic corporate initiatives
- Introduced service delivery metrics and reporting to provide objective data models
- Instituted problem management and change control processes
- Designed new consolidated backup solution and strategy for New England Media Group properties
- Retired older servers and developed a server consolidation strategy using VMware and blade server technology to attain high availability

Neutron Communications, Inc., Medford, MA

1/2003 - 4/2004

A startup consulting and services company providing technical guidance to small and mid size companies.

Owner/Operator

Directed the activities of teams providing technical consulting services to small and mid-size organizations. Managed multiple projects and personnel resources within client companies as well as third party vendors.

Fidelity Investments, Boston, MA

5/1997 – 12/2002

The world's largest mutual fund company and leading supplier of investment services.

Director, Technical Services

Directed activities of multiple teams responsible for middleware architecture, operating system, and platform support across all distributed systems within Fidelity Investments. Provided 24x365 technical support for mission critical applications on multiple platforms. Managed multiple product lines within FISC Operations. Provided crisis management in the unlikely event of a service interruption.

Intranet, Inc., Newton, MA

4/1994 – 5/1997

A software development vendor specializing in electronic payment systems.

Manager, Technical Services

Managed technical teams in multiple locations providing second and third tier customer support. Managed technical team responsible for all internal hardware, software, and networking systems from the desktop to the data center. Interfaced with multiple vendors to ensure IntraNet remained state-of-the-art in technology.

SunGard Financial Systems, Inc., Waltham, MA

8/1989 – 4/1994

A software development company providing solutions to the banking and broker/dealer industries to track cash positions and portfolios.

Data Center Manager

Managed corporate data center staff supporting 300 time sharing customers nationwide. Supported the internal infrastructure from the desktop to the data center. Responsible for all corporate capital budgeting, evaluating and selecting hardware and software products in line with corporate philosophy of open systems architecture.

Bowne & Co., Inc., Piscataway, NJ

2/1984 - 8/1989

The leading financial printing company with multiple domestic and international locations.

General Manager, Bowne Information Services, Inc.

Designed and built a corporate data center. Consolidated all IT hardware from various satellite locations to corporate data center. Managed staff of 15 technicians responsible for 24x365 operation of corporate manufacturing and MIS data centers supporting approximately five hundred users at twenty-eight nationwide locations. Managed corporate communications network including all hardware and software for satellite and terrestrial circuits.

EDUCATION

Northeastern University, Boston, MA

BSBA – Management Information Systems

AS – Electronic Data Processing

TRAINING & CERTIFICATION

NIMS 100

NIMS 200

NIMS 700

ITIL Foundation

Six Sigma Green Belt

MEMBERSHIPS & AFFILIATIONS

Massachusetts Municipal Association (MMA)

Massachusetts Municipal Management Association (MMMA)

Massachusetts Municipal Personnel Association (MMPA)

International City/County Management Association (ICMA)

MBTA Advisory Committee

1. Philosophy, Approach and Depth of Background

- a. Collective Bargaining

Throughout my career in the public sector I have been involved with collective bargaining. As a member of the Weymouth School Committee I was chairman of the collective bargaining sub-committee and negotiated multiple contracts with all the school unions throughout my 13 year tenure. These included the teachers union, paraprofessionals, tutors, administrators, cafeteria workers, maintenance and custodians. In my role as deputy to the mayor and chief of staff in Weymouth I negotiated all CBAs for general government unions including police patrol, police supervisors, dispatch, fire, DPW and clerical unions. In my current role as Town Administrator in North Attleborough I have completed negotiations for multi-year agreements with all general government unions.

While some negotiations became contentious it has always been my goal to try to get to a win-win agreement. It is my belief that our employees deserve a fair wage and at the same time the taxpayers, who we represent, deserve value in return. I have found that if you listen closely and are open and honest with the union representatives it is significantly easier to reach common ground.

I always ask for direction from my Board or Mayor before beginning negotiations and keep all parties in the loop so that we are all on the same page. Surprises are never good and because everything we do should be open to public scrutiny it is imperative that the elected and appointed officials be aware of what is going on.

- b. Budget Development/Financial Management

In my careers in both the public and private sectors I have been directly responsible for the development and management of multi-million dollar operating budgets. I learned early on that budget development takes time and forethought as well as constant oversight. I am also of the mindset that a budget is not a license to spend. I also believe that departments that operate efficiently should not be penalized by having their budgets reduced should they turn back funds at the end of the fiscal

year. There are always valid extenuating circumstances that effect expenditures during the year. Not completely expending a budget in any given year should be expected and applauded as the budget itself is nothing more than an educated prediction based on a set of knowns at a snapshot in time.

I'm also of a mindset that the budget development process should be a collaborative one and that the more input received the better the product.

c. Human Resources: Hiring, Firing, Discipline

I have found that human resource management is an area where a lot of managers have difficulty. Dealing with poor performing employees and properly vetting candidates is often the most stressful things they do and since its something not done often it is outside most manager's comfort zone.

In my tenure in both the public and private sectors I have hired a number of people into management and individual contributor roles. In most cases my approach was to have multiple people vet the candidates and collaborate in the process. I just completed the hiring process for a new town accountant in North Attleborough. I put together a screening committee that included the treasurer/collector, the school business manager, the incumbent, and a member of the Board of Selectmen. That group put forward two candidates to the Board of Selectmen. I've found that collaborative processes work exceptionally well.

As far as discipline is concerned, my approach is always to hit issues head on. It is important to deal with matters before they become larger problems. I also believe that people need to know what they are doing right as well as what they are doing wrong, so evaluations are essential.

d. Strategic and Capital Planning

Strategic planning is important for any organization and in life. Having a strategic plan that is reviewed and updated regularly must include capital projects. Absent long term planning organizations simply react year to year.

As part of the budgeting process this fiscal year I have collaborated with all the department heads to look at long term needs. I specifically took this approach because of conversations with the Board of Selectmen regarding a possible Proposition 2½ override question being placed on the ballot. Working with the town accountant we developed a ten year operational budget plan and a twenty year capital plan to provide our residents factual data points.

2. Town Manager's Role

I am a firm believer that an informed constituency is vital for the success of any town manager or town administrator. Communication and transparency are keys to developing a rapport and credibility within the community.

Effective communication begins with the Board of Selectmen. My Communication with the Board of Selectmen takes many forms. In addition to meeting with the Chairman and Vice-Chairman twice each week I make it a point to use text messaging and phone calls for urgent communications and email for matters of interest. I make certain that the board members are notified timely of anything that they could possibly hear from other sources as surprises in this business are never good. Having been in an elected position I am well aware that the last thing anyone in a leadership role in a community needs is to be approached by a citizen who is more informed about a situation going on in the town than you are. It is vital that our constituents know that we are on top of issues.

As far as other boards, committees, commissions and the community at large is concerned, there are multiple ways in which to establish relationships and trust. In my tenure as town administrator I've made it a point to attend various board and committee meetings to show the members that I am interested in what they are doing. I have also adhered to an open door policy and meet often with various members of the public who wish to speak with me about topics of interest and concern. I have been told that I am quite approachable and people have become more comfortable sharing information with me, which gives me greater insight into

the thoughts of the community. I have also become a sounding board as individuals in the town trust that matters of confidence stay confidential.

I've also come to enjoy Town Meeting as an opportunity to mingle and speak with members who represent various segments of the community. It took some doing, but there is definitely a level of trust and respect now that I've earned within the community.

In addition to personal communication I revamped the town's website and launched a transparency center to provide as much information as possible to those who are interested. We also use social media and email to communicate with our constituents. This is ever evolving, so more changes are on the horizon to provide even greater transparency to build trust and solicit feedback.

3. Town Structure and effectiveness and Efficiency of Service Delivery

Learning how an organization operates is fascinating to me. As a firm believer in management by wandering around, I've made it a point throughout my career and particularly when starting a new job to, as often as possible, drop by to speak with people in various departments to establish relationships and obtain a feel as to how they go about doing their jobs. Towns deliver vital services the community and the people who deliver those services are usually in those roles because they genuinely care and enjoy what they do.

People like to talk about the things that are important to them. Their jobs and family are usually at the top of their list, though not necessarily in that order. They also like to share information and their knowledge of how the organization functions. It is important for any manager, at whatever level they are in the organization, to listen to what people have to say. Those closest to the work most often have the best insight.

In my career I have been involved in multiple reorganization initiatives, most of which were geared toward investigating ways to streamline service delivery to reduce operating costs. As a member of the management team at the Boston Globe I was involved in a project called streamline to grow. We all went through extensive training in Six Sigma and used methodologies learned to search for opportunities to reduce costs throughout the organization. We were very successful in our endeavors and as a result the project was expanded into the entire New York Times organization.

The training I obtaining in the private sector came in handy when I joined Mayor Kay's administration in Weymouth. When we took office in January 2008 we faced a budget deficit, global economic downturn and free cash of approximately \$183,000. Facing the inability to fill certain positions within the town the mayor asked me to take on multiple roles. I assumed the duties of chief of staff, director of administrative services, director of community services and IT director. By doing so we were able to save significant salary expense. Three of the positions were already vacant; however, we were forced to part ways with the incumbent IT director. Once settled in, we then began working with other departments to find more efficient ways to operate. We made some additional smaller reorganizations, divided responsibilities among the remaining staff and were able to weather our first year in office. It took some time and effort and a great deal of observation and discussions with a number of stakeholders, but the end result was a sustainable model.

4. Work Environment and Succession Planning

Interestingly I find that the public sector does not do as good of a job as it could in the area of succession planning. I have found that this concept is spotty, which leads to the need to consistently go outside to find the next department head. In some cases this is driven by public perception that it is important to conduct "nationwide searches," which sometimes make sense if there is need for a culture change in the organization. This can be a benefit sometimes, but the loss of institutional knowledge can often be detrimental.

As a Town Manager it is important that when a void occurs due to a retirement or resignation that you show leadership and let those remaining know you are there to support them and to be a resource in the absence of other leadership. Should you have the luxury of having a strong second in command it is important to look to them to step up and let them know your expectations. If the departing leadership has spent time grooming a replacement I would work closely with that individual to ensure he or she is truly interested in moving into a leadership role. It is also important to speak with the incumbent to obtain feedback regarding his/her potential replacement's strengths and areas for improvement.

I believe it is important to look internally first and absent the right person look for the most qualified candidate. It has been my experience that postings on the MMA website along with postings to other industry sites yield qualified candidates. In my tenure in North Attleborough I have been involved in finding candidates to succeed the fire chief, building inspector and most recently the town accountant. Two of the three replacements, fire chief and building inspector were filled with an internal candidate and former assistant. The town accountant is coming from another municipality, as there were no internal candidates interested in assuming the role.

5. Community/Economic Development and Growth

As the town manager in any community it is important to be involved at some level with everything that is going on. Economic development and growth is important to continued sustainability of service delivery. The town manager should take a leadership role in this regard.

There will always be differing opinions as to the best way to go accomplish economic development and community growth. It is the role of the town manager to bring the stakeholders together to obtain consensus. The best approach for this is to work with various sectors of the community to develop a vision for the town. Once the vision is agreed upon a strategic plan will help guide the town the rest of the way.

This is an area of focus for me in my current role. I have been working with the Board of Selectmen, other elected officials and department heads to develop a vision for North Attleborough. The town has a strategic plan, but it lacks certain key components and a true high-level vision.

In addition I recommended the establishment of an economic development coordinator position to assist in attracting and retaining businesses in the community. We have also created an economic development website and, in collaboration with the local community TV station, shot a promotional video touting the town's assets. The site will be officially launched within the next month.

Shawn MacInnes, MBA, PE

48 Crestview Drive
East Sandwich, MA 02537
(508) 274-2091
shawn@macinnesconsulting.com

January 21, 2018

Alan Gould
Municipal Resources Inc.
120 Daniel Webster Highway
Meredith, NH 03253

Dear Mr. Gould:

It is with great pleasure that I submit to you my resume for the Town Manager position in the Town of Hanover. As my resume indicates, I have extensive experience in all aspects of municipal government. With that experience, I have excelled as much at developing and implementing innovative and technical initiatives, as I have at coordinating and managing municipal projects, finances, personnel and services. My management style is one that fosters an atmosphere of open communication, collaboration, professionalism and support. It is that same hands on leadership and management style that I will bring to the day to day operations of Hanover.

Far too often in government, barriers to good performance and efficiency are created for a variety of reasons. During my career, I have always approached each challenge with an open mind so that the best possible outcome for the citizens could be achieved. Additionally, having been involved in a number of process improvement initiatives, from public works to finance to information technology, I've demonstrated proven success in reducing expenses while maximizing human resources. I've also performed that same role on a regional level by spearheading wastewater and technology initiatives with multiple Cape towns.

My track record is one of innovation and creativity, as is illustrated by the list of initiatives and accomplishments on my resume. These achievements demonstrate my ability to meet and exceed expectations in a range of environments. I am certain that I will contribute the same level of performance as Town Manager in Hanover.

I would welcome a meeting to discuss the position and the results you can expect from me.

Thank you for your time and consideration.

Sincerely,

Shawn MacInnes

SHAWN MACINNES, MBA, PE

48 Crestview Drive

Sandwich, MA 02537

(508) 274-2091

shawn@macinnesconsulting.com

MUNICIPAL MANAGER

Visionary and goal-oriented executive with demonstrated success in planning, developing and implementing cutting edge solutions to address municipal initiatives. Experienced at developing strategic plans for town wide implementation and operation of services, streamlining business processes, collective bargaining, personnel management and coordinating renewable energy initiatives. Chief procurement officer initiating and enforcing strict budget controls addressing town needs and promotion of growth. Skilled at crisis management, conflict resolution and problem-solving.

AREAS OF EXPERTISE

Operational Efficiencies	Budgeting & Fiscal Policy	Collective Bargaining
Proven Leadership & Team Building	Strategic & Long Range Planning	Project Management
Policies & Procedures	Cost Saving Initiatives	Procurement
Performance Management	Employee Supervision	Negotiation & Conflict Resolution

SELECTED ACHIEVEMENTS

- Member of executive committee charged with planning, designing and developing a long term financing plan for a proposed \$400 million town wide wastewater treatment solution involving community partnerships with multiple towns.
- Spearhead Town's renewable energy initiatives including Green Communities Designation, solar installations and work on creating Cape Cod's first Green Energy Park funded through public private partnerships and State grants.
- Oversee operational and administrative activities of Community Services Department, consisting of seven divisions and over 50 employees.
- Built a state of the art information technology division from scratch, providing vision and executive direction, infrastructure capitalization, personnel hiring, budgeting, policy development and contract negotiation.
- Received \$500,000 Community Innovation Challenge grant for implementing a regional online Licensing and Permitting system allowing five member towns to share resources, collaborate on development, reduce staffing and improve customer service.
- Awarded partnership with the State Community Compact Cabinet and received grant funding for spearheading initiatives in Financial Transparency and Business Continuity.
- Member of county wide Smarter Government Steering Committee identifying areas of inter-municipal collaboration and cooperation. Procured and currently implementing \$600,000 "open data" financial reporting software solution, improving financial performance, transparency, public engagement and strategic outcomes for Cape Towns.
- Chaired committee responsible for overhauling the Town's online presence, including web site design, content management system, social media, and credit card transaction processing capabilities with a focus on tourism and business development.

EDUCATION

University of Massachusetts at Lowell
Bachelor of Science, Civil Engineering

Suffolk University
Masters in Business Administration

Massachusetts Registered Professional Engineer
Massachusetts Certified Public Purchasing Official (MCPPO)

PROFESSIONAL EXPERIENCE

MUNICIPAL OPERATIONS DIRECTOR:

Town of Yarmouth, Yarmouth, Massachusetts

January 2015 – Present

Oversee capital project management, procurement and renewable energy. Establish and implement long range planning, development of goals and objectives, preparation of annual and capital budgets, labor negotiations, project management, needs analysis and Town Meeting article preparation.

- Oversee operations of Community Services department consisting of Golf, Libraries, Senior Services, Park, Recreation, Cemetery, Natural Resources and Information Technology Divisions.
- Chief Procurement Officer, MCPPO, responsible for policy setting and oversight of over \$25 million in expenditures.
- Renewable Energy Director responsible for Town's Solar, Anaerobic Digester, battery storage and Green Communities initiatives.
- Lead multi-department team planning and implementing over \$400 million in town wide capital improvement projects.
- Managed the coordination of Human Resources functions in Town with a goal of streamlining existing services and establishing personnel goals and objectives. Oversight of grievance mediation and personnel issues
- Member of Finance team responsible for reviewing and preparing annual operating and capital budgets for the Town and regional school district. Achieving goals of avoiding overrides, staying within proposition 2 ½ limits and avoiding funding recurring expenses with non-recurring revenues.
- Managed consultants, MassDEP, and various partners to increase revenues and decrease expenses at the Septage Treatment Facility, while simultaneously increasing MassDEP discharge limit. Working toward ultimate goal of creating a sustainable Green Energy Park.
- Negotiated collective bargaining agreement with Steelworkers and SEIU unions, as well as Police and Fire collective bargaining through the State Joint Labor-Management Committee process.

DIRECTOR OF INFORMATION TECHNOLOGY:

Town of Yarmouth, Yarmouth, Massachusetts

March 2000 - January 2015

Designed and launched the Information Technology Division and Government Access television channel. Developed operational, capital and long range budgets. Procured and implemented software, hardware, voice, data and video systems for 25 sites and 350 employees. Evaluated Town operational inefficiencies and developed solutions. Interact with the media and public to convey the Town's IT goals.

- Supervised staff of 4 fulltime employees and 10 part-time employees.
- Designed and implemented a \$400,000 town wide secure Broadband Fiber Optic WAN environment, enabling 25 town facilities to transfer voice, data and video, access application software and utilize Global Information Systems data.
- Implemented \$300,000 digital document scanning project, providing the public online access to Town documents, including building permits, health permits, Assessors cards, and Board of Appeals filings.
- Awarded partnership with State Community Compact Cabinet and received grant funding for spearheading initiatives in Financial Transparency and Business Continuity.
- Reduced telephone utility costs 40% by standardizing services between municipal buildings.
- Member of executive committee responsible for the procurement and implementation of a \$450,000 municipal financial management software application.
- Developed the Town's policies and codes on employee use of Social Media, Internet, E-mail and information technology resources, as well as negotiated its implementation with the employee unions.

CIVIL ENGINEER:

Town of Yarmouth, Yarmouth, Massachusetts

March 1997 – March 2000

Massachusetts Registered Professional Engineer responsible for managing the design, surveying and construction of storm sewer systems, roads, revetments and other municipal construction projects within the Town of Yarmouth.

Shawn MacInnes

Hanover Town Manager Essay Questions

1. Please describe your philosophy, approach, and depth of your background related to the following:

a. Collective Bargaining and administration of collective bargaining agreements

The challenge of providing high quality municipal services in the face of rising costs related to labor is one faced by all municipalities. Hanover is not alone in this endeavor. In my tenor, I've been the lead on bargaining with a number of unions. I've also been a member of the executive committee tasked with the collective bargaining of public safety contracts, including bargaining through the JLMC.

While there is no quick fix to successful collective bargaining, there are some approaches that can be taken to establish the foundation for future cost certainty in regard to labor contracts. The first course of action starts long before sitting down to bargain. It is important to benchmark the salaries of Hanover with neighboring communities. It's also necessary to identify comparable municipalities in Massachusetts in terms of economic and demographic similarities, which could be used to illustrate the Town's ability to provide compensation equivalent to those comparable communities. This same benchmarking needs to be done with regard to benefits, in order to establish realistic bargaining goals.

Additionally, salary increases may need to be tied to concessions in terms of time off, health insurance reimbursement levels, minimum staffing or other items that may be generating overtime. Health Insurance Savings Accounts if not already being offered may need to be introduced to help reduce the rise in health insurance costs. Furthermore, productivity savings, as well as expense reductions, need to be explored in order to generate savings that can be applied to help pay for increases. Likewise, tying wages to new growth or local receipts growth are also potential options that demonstrate to bargaining units how wage increases are directly related to the Town's fiscal health.

b. Budget Development/Financial Management

Developing sustainable financial goals must be a true top down team effort. Its success relies on the vision and support of the Community, Selectmen, Town Manager and Department heads. When developing a sustainable fiscal plan, it is important to first establish and/or update financial policies that meet the current challenges of the Town. For example, in my current municipality, as part of the Finance

team we indicated that fee increases should include the ability to recover and fund an OPEB trust. Similarly, enterprise accounts, as part of the fee structure, need to contribute to the OPEB trust. Additionally, we evaluate proposed budget increases with a focus on either reducing costs or generating revenues. This is one aspect of how to address the unfunded liabilities such as OPEB and Retirement. Likewise policies must be in place for Reserves, Debt, Revenues, Liquidity, Free Cash use and all other aspects of managing the financial well-being of the Town now and into the future.

c. Human Resources Functions: hiring, firing, discipline

In my tenure I have experience managing and coordinating Human Resource functions in Town. We distributed HR responsibilities across multiple departments collaborating as an HR management team. I was an integral part of this team in which I was responsible for personnel activities including grievances, mediation of personnel issues, collective bargaining, hiring, firing and discipline. With the size of the community it was evident that human resource needs were not being met adequately. As the Town had grown, having the HR functions spread across multiple departments had not kept pace.

In order to implement change, we performed an internal analysis of the Town's human resource functions. We then documented the HR responsibilities required to effectively provide service. What we determined was that we were spending an excessive amount of time processing administrative functions manually and we weren't focusing on the more important aspects of human resources. For instance, we weren't dedicating time to evaluate/enforce collective bargaining contracts effectively, or providing department manager's training on effective employee evaluations and progressive discipline to deal with problem staff. Additionally, there was no plan to work with department managers to build employee development plans or succession plan strategies for key leadership positions.

This internal analysis and development of an action plan was instrumental in demonstrating to the Selectmen that the lack of a dedicated human resources manager was resulting in lost productivity and wasted money for the town. The end result of this analysis was the approval of funding for a new human resources director position with proposed savings from the implementation of the plan we developed.

While forming an HR Department for Hanover may or may not be appropriate, a review of personnel practices, for both the Town and the School can be analyzed to determine if there are synergies that may not have been explored. This analysis should include if there are practices or processes that are not

being performed appropriately and determine plans to address any important needs. For instance, have personnel policies been updated? Are job descriptions appropriate for today's workforce?, etc.

d. Strategic & capital planning

As the liaison to the Town Capital budget committee and the person that coordinates mid to large sized capital project efforts, I'm also a member of the executive finance team tasked with developing and maintaining the 10-year capital plan, with funding for those plans stretching for up to 30 years. This is a way to prioritize and communicate the Town's capital needs to the Selectmen and the public. One of the funding mechanisms is to utilize expiring debt. This debt run off is used to fund some, or a significant portion, of the new projects. When debt run off cannot be used in a particular year, the amounts can be put in a capital reserve fund or can be used to fund payments to the OPEB trust fund. This is a temporary use of the money until the next project is ready for long term funding.

Having implemented a robust management information/decision support environment in my current municipality, a variety of reports are now generated to monitor local receipts and evaluate previous year trends. Longer term trends are also reviewed to understand large drops in items such as Motor Vehicle Excise taxes to recognize downside risk and to help establish stabilization reserve levels. Using the prior history, we look at establishing financial policies to commit between 90-95% of previous trends depending on the risk tolerance of the community and the stabilization levels. While it's important to maintain the level of reserves recommended by the Government Finance Officers Association, some communities cannot afford this level of reserves. However, the combination of aggressiveness of the historical level of committing local receipts needs to be balanced with the reserve levels.

2. **Please describe your personal style and approach in the context of your view of the Town Manager's role and then explain how that will translate into action as it relates to interaction with the Select Board, municipal employees and representatives of various Town boards and committees. How do you support the many elected and appointed officials/volunteers in a town like Hanover that depends on an engaged supportive citizenry? How do you provide meaningful and transparent communication with the Select Board and with the community?**

My approach has always been to adjust my management style to meet the needs of my organization. Through this practice, I've discovered that the key to success is being able to provide the direction and support employees need in an individualistic manner by adapting to the style of the employee and the situation. That being said, the foundation of my management style is built on respect, transparency and accessibility and teamwork. Additionally, my success in Hanover will be accomplished through developing multi-discipline teams which leverage the skillsets of employees within, and outside of, their job responsibilities. In working with these teams, I've found that employees are much more engaged and productive when they are part of operational process.

I will use this same approach when working with the Selectboard, committees and the public. Having come from a variety of professions and backgrounds, the experience and expertise that these board and committee members can offer is an asset to the community. The added benefit to this group is that they are literally invested to the success of the Town. The role of the Town Manager is to align the efforts of these groups toward the goal of implementing Hanover's 2010 Strategic Plan.

In order to implement that plan effectively, it's imperative that Hanover continually seek to share more information with their citizens. As I mentioned previously, in my current municipality, we've implemented a robust management information/decision support environment, which provides a variety of financial reports to the Selectboard, and public via the Town's website. While this transparency effort demonstrates to the public that the Town is operating in an open manner, it has the added benefit of economic development by providing significant information for individuals and businesses looking to relocate to the area. These reports help them understand how funds are being allocated, offers a better idea of what the community is like, and provides more insight into whether local services are modern and competitive. Ultimately, the public sees that their tax dollars are being managed wisely and appropriately.

3. **Please explain how you, as the new Town Manager, would evaluate the current structure, effectiveness and efficiencies of the various Town Departments, and how you would approach making any changes you believed were necessary. Please share your thoughts and ideas in this regard and identify innovative ways that you might consider, or experience you have had in the struggle to achieve the right balance between service level and affordability. Please include any relevant experience you may have from prior employment.**

Often in municipal government, the reality of limited resources forces us to turn a keen eye toward the organizations ability to provide the highest level of service as efficiently as possible. Throughout the course of my career, I have been involved in a variety of projects focused on streamlining operations, while enhancing service levels, in challenging economic environments. Most recently, my municipality was falling short in providing efficient permitting and licensing services to the public. The Town generates over \$1.5 million dollars in permitting fees alone, so streamlining the process both internally and externally was a priority. In order to increase this level of service, an in-depth analysis of the effected departments was required. This large scale project encompassed many departments, including Inspectional Services (Building and Health departments), Community Development (Planning, Zoning, Economic Development and Historic departments), Town Clerk (Licensing, Beach & Disposal stickers, Birth, Death, Marriage certificates), the Fire Department, and the Water Department.

In the first phase of the evaluation we reviewed all business processes using detailed process flow diagrams, in order to identify inefficiencies, redundancies and eliminate bottlenecks. We documented the process for each application, permit and license processed both internally and online. This was particularly helpful in redesigning the building department's permitting workflow, as their process generally required communication with multiple departments in addition to the applicants. The end result was more efficient processing of permits, instant notification to effected departments, use of devices in the field to capture inspection results, and continuous automated online updates to the applicants on status, inspections and issuance of permits.

Next we reviewed the policies and procedures, both internally and externally, with the goal of identifying missing, outdated and confusing information. This evaluation identified a number of policies and procedures that were out of date and inaccurate. New policies and procedures were re-written to be concise, accurate and easier for the public to read and understand. Additionally, this process was helpful in streamlining the multi-department project plan review process for commercial developers,

providing support through the permitting process, and further enhancing the Town's economic development goals.

Having evaluated and streamlined our business processes, policies and procedures, we then focused on our organizational structure and staffing assessments. Our goal was to determine how the organizational structure and staffing levels could be optimized to provide services to the public. Through this process we determined that the departments servicing the public could be relocated internally to provide a "one stop shopping" model, eliminating the need for applicants to visit multiple locations. Additionally, relocating departments allowed for the reallocation of administrative staff. What we determined was that this reorganization improved service delivery and reduced operational costs. For example, relocating Building, Health and Community Development into one location, reduced the need for three separate administrative staff to process accounts payable and payroll. One administrative staff now does that work for three departments, leaving the other staff to provide better customer service to the public.

Throughout this entire process, because we had taken the steps to develop process flows and benchmark operations and issue customer service surveys, we were able to demonstrate clearly to the Board of Selectmen why change was necessary, and quantitatively display the results of the operational efficiencies implemented. I would use a similar method to evaluate Hanover's organizational structure and effectiveness at delivering services.

4. **Hanover has provided a very stable work environment and has enjoyed excellent tenure of the workforce. However, some key department heads, will be retiring, which may create a void of experienced leadership and institutional knowledge. How will you, as the new manager, provide for appropriate succession planning and team building within those departments? How would you approach replacing those key players?**

Rising costs associated with employee compensation, health insurance and OPEB has forced municipalities to implement lean personnel staffing plans to counteract these costs. The result of this lean staffing has been insufficient, or non-existing succession plans for key personnel. As Hanover's Town Manager, I would start by creating an internal team to analyze the organizational structure of the Town and identify key positions that would require immediate replacement if vacated. Additionally, we would evaluate what, if any, consolidation of resources could be implemented to maximize the skillsets of key personnel while continuing to provide a high level of service to the community. The result of this analysis would be the development of a written policy for succession planning to be adopted by the Selectboard.

Working with local colleges my current community has set up internships that have been used to put students in entry level type work. That reduction in workload has allowed staff to do advanced training and to take on special projects in order to help prepare the employees to be positioned for advancement. There are now individuals being groomed as the next set of managers. As part of the internship program, with attrition, former interns have been hired as experienced staff members in key positions. There is a risk that this advanced training and mentoring might result in individuals leaving for other positions before that next organizational slot is available. However, we've discovered that the appeal of working for a community that makes a concerted effort to develop its employees, helps to attract stronger applicants for those vacated positions.

Even with a policy in place, when seeking to replace highly skilled department heads, some of these positions can be difficult to replace effectively due to an overall lack of municipal experience in the market place. Therefore, much like the internship to employee program above, I would evaluate if there were any internal personnel who could be mentored and trained to fill these positions. However, I would also perform studies to assess whether contract services might be a more efficient long term solution for certain vacancies.

5. **The Town Manager plays a key and active role in community development related issues in Hanover. The Town wishes to pursue “smart” growth through quality development in an effort to further enhance community image and expand its tax base; however, there are competing thoughts as to what type of development is desirable and how to attract the “right mix” in order to ensure sustainability and preserve “community character”. In your role as Town Manager how will you help the community develop and implement a successful development strategy? What approaches will you take to achieve consensus?**

Municipalities are relied upon to provide a wide variety of facilities and services to the public. However, budget constraints force us to reduce the costs of needed facilities and services and/or increase revenues without overburdening residents. Additionally, these needs are leveraged against stagnant or declining revenues due to struggling local economies and/or shrinking estimated receipts. The predominant course of action has been to pursue economic development through smart growth, as it can directly correlate to the fiscal strength of the Town. However, smart growth can be a significant challenge if it is not a true team effort leveraging the support and resources of local government, residents, businesses, regional organizations and state agencies.

In reviewing Hanover’s EDSAT report, it was promising to read that one of the Town’s greatest strengths is its powerful economic development assets. However, not unlike my current community, Hanover’s infrastructure issues, and the quality of available developable space are prohibiting the Town’s capacity for growth. In my particular community, the lack of a centralized wastewater treatment system was inhibiting and deferring redeveloping of commercial properties along the Town’s main corridor. Any wastewater treatment implementation is an enormous project for a community, including a significant financial commitment for the taxpayers. Recognizing the need for centralized wastewater treatment, and the Town’s inability to fund such a large project, we looked to develop a regional wastewater community partnership with neighboring Towns. If successful, the proposed regional agreement could potentially save the Town nearly 20% of the capital costs (estimated at over \$400 million) and nearly \$1 million dollars annually in operational cost over implementing a one town solution.

With this infrastructure plan in place, similar to Hanover, our approach has been to reach out to regional economic development and planning agencies, from local and State Chambers of Commerce, Executive Office of Housing and Economic Development, organizations like the Urban Land Institute, as well as, professional developers interested in Public Private Partnerships. Instrumental in this effort was being awarded grant funding to provide studies of our main transportation corridor which resulted in the establishment of village centers and growth incentive zones to spur redevelopment. Additionally, we

used Community Preservation Act funding to purchase blighted properties to develop as green spaces such as parks and recreation areas. The initiative of creating compact, walkable, mixed use centers has the added effect of addressing many of the needs related to work force housing while maximizing tax revenue without raising tax rates. These approaches can strengthen the local economy and improve quality of life while also achieving environmental and human health benefits.

I would take a similar approach in Hanover. Through my role as Town Manager, I would establish and foster relationships with local economic development agencies like the Hanover Chamber of Commerce, to work closely with Representative DeCoste, Senator Brady and the Governor's office, as well as area business leaders. Additionally, I would aggressively pursue grant funding to provide studies of the Town's commercial centers, long term demographic forecasts, as well as pursue public private partnerships as a way to finance redevelopment initiatives.