



## AGENDA FOR MEETING

7:00 p.m. Open Meeting/Open Forum

7:00 p.m. Ronald SanAngelo

- Town Manager Interview (*interview time is approximate*)

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### Discussion/Action Items:

1. Discuss/Vote Town Manager Appointment

### Open Forum:

**Executive Session:** in accordance with MGL 30A, Section 21, Subsection 2, to conduct strategy sessions in preparation for negotiations with nonunion personnel or contract negotiations with non-union personnel (Town Manager Contract), **the Board will not return to Open Session.**

### Pending:

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

# RONALD S. SAN ANGELO

2 Ames Trail  
Holland, MA. 01521

(203) 217-9929  
sanangelomayor@hotmail.com

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January 23, 2017

recruitment@mrigov.com  
Town Manager Screening Committee Members  
Town of Hanover  
550 Hanover Street,  
Hanover, MA 02339

Dear Screening Committee Members:

Your Town's need for a Town Manager who can develop and execute short- and long-range goals that serve the needs of all stakeholders effectively is an excellent match with my qualifications. They include:

- Bachelor's degree in business administration with experience in day-to-day town management as a Town Manager for the town of Southbridge. Trained and certified Project Management Professional. (PMP)
- MCPPO Certified Massachusetts Purchasing Agent with extensive experience in developing Invitations to Bids and Request for Proposals.
- Successful track record in all areas of town administration including personnel relations, finance/budgeting and strategic planning, public safety, utilities, grant procurement, capital project planning, community and media relations, and more.
- Developing and managing relationships with the community, media and various constituencies, resulting in the achievement of municipal goals, collaboration and positive press. Excellent public speaking and presentation skills and a strong belief in an open and transparent government.
- Developing policies, procedures and programs as well as managing and executing, to successful completion, many special/complex projects that are highlighted on my resume.
- Supervision of 12+ direct reports and fostering teamwork and an empowering environment that has built employee trust in town management, improved morale significantly and enabled employees to perform at their best. Provide strong leadership in a team atmosphere to achieve consensus on important issues.
- Extensive knowledge of, and experience with collective bargaining. Negotiated contracts that have had support of both town leadership and employee bargaining units.

On my resume, you will find tangible examples of my leadership and achievements in fiscal planning, people management and economic development. An analytical problem solver, effective decision maker and skilled negotiator, my strengths include formulating and implementing strategies that have saved taxpayers money and averted tax increases.

I would welcome an interview to learn more about your town's needs and discuss how my skills can help Hanover achieve its strategic goals.

Sincerely,

Ronald S. San Angelo

# RONALD S. SAN ANGELO

2 Ames Trail  
Holland, Massachusetts, 01521

(203) 217-9929  
sanangelomayor@hotmail.com

## QUALIFICATIONS FOR HANOVER TOWN MANAGER

### 22 YEARS OF TRANSFORMATIONAL LEADERSHIP EXPERIENCE IN TOWN AND STATE GOVERNMENT:

- 2 ½ years as a Town Manager for Southbridge, Massachusetts, MCPPO Certified Massachusetts Purchasing Agent, Manage 130+ employees, and a \$58 million dollar budget.
- 2 years as a Town Administrator for Hanson, Massachusetts, Certified Massachusetts Purchasing Agent, Manage 100+ employees, and a \$22 million dollar budget.
- 4 years as Town Manager (Mayor) for the Borough of Naugatuck, CT: Managed 225 employees and an \$85 million budget.
- 10 years as a State Legislator in the Connecticut State House of Representatives.
- 4 years as Professional Project Manager at the request of the State Governor.
- 8 years as a member of an Economic Development Corporation.

**Extensive knowledge of local and state government**, budgeting processes, financial policy issues, and all aspects of managing a town, including economic development strategies, public safety matters, land use regulations, education policy and operations of an educational system, public personnel management and union relations.

**In-depth understanding of the needs of the business community, taxpayer organizations, community groups, education system, media and citizens.** Excel in building relationships and resolving conflicts, building consensus and gaining community support for town's agenda with the necessary leadership ability to make tough decisions and diffuse difficult situations before they become legal issues or require costly solutions. Change agent with demonstrated qualifications in cost vs. benefit analysis, reviewing existing processes and staff, prioritizing needs, and making sweeping changes when necessary.

**Effective communicator**, particularly in public speaking and media relations – interviewed extensively by state and local media (TV, radio, print)

## KEY STRENGTHS

LONG-RANGE PLANNING – BUDGETING / FISCAL MANAGEMENT – ECONOMIC DEVELOPMENT  
CAPITAL PLANNING – PUBLIC & MEDIA RELATIONS – STAFF LEADERSHIP & MANAGEMENT  
NEGOTIATION & CONSENSUS BUILDING – VENDOR & COMMUNITY RELATIONS – LABOR RELATIONS  
GRANTS & OTHER FUNDING PROCUREMENT – PROJECT MANAGEMENT

TOWN OF SOUTHBRIDGE, STATE OF MASSACHUSETTS

7/2015- CURRENT

### Town Manager

**Scope:** Population of 16,719. \$58 million budget. Supervise 130+ municipal employees. Received above average annual evaluations by Town Council in both years.

Planned and directed the activities, operations, programs and services of the town government to ensure that operations and services complied with policies and direction set by the Town Council, as well as with all applicable laws and regulations. Collaborate with the Town Council to develop multiple annual budgets and capital improvement plans.

Oversee all human resource matters, personnel rules and applicable laws. Assess community and citizen needs. Work closely with the Town Council, various public, private and community organizations, and citizens groups to develop and implement programs that achieved town priorities, solved community problems and provide high-quality municipal services. Direct continuous improvement of systems, processes and performance measurement.

Serve on the Massachusetts Municipal Associations Personnel and Labor Relations Policy Committee and as Chairman of MORE which is an organization of Town Managers and Town Administrators who work with the Central Massachusetts Regional Planning Commission.

- **Finances: Significantly improved the town's overall financial position through improved management and control of spending.**

- \$58 million dollar budget passed unanimously by Town Council as proposed by Town Manager without changes. The budget was reviewed and approved by five separate Town Council subcommittees.
- Reduced town's reliance on short term revenues in the town's annual operating budget by \$1,770,000 in two years. \$850,000 of Free Cash and \$920,000 of Landfill Royalties. This protected the town from reducing staff or decreasing town services as the town landfill prepares for closure and the town will lose significant landfill revenues.
- Significantly increased Certified Free Cash. This allowed the town to fund numerous capital improvement projects that benefited the citizens of Southbridge without borrowing funds.
- Reduced potential liability by \$12 million dollars to the town of Southbridge by negotiating an Administrative Consent Order with the Massachusetts Department of Environmental Protection and Casella Waste Systems. This resulted in a grant of \$5 million dollars from DEP and a debt service payment of \$5 million dollars by Casella Waste Systems to build a water line from Southbridge, Massachusetts to Charlton, Massachusetts.
- Added \$580,000 to the Town Stabilization fund in two years.
- Applied for and received numerous state grants including three from the Governors Community Compact and a Green Communities grant of \$200,000.

- **Facilities Management and Long-Term Capital Improvement Plan.**

- Provided leadership to develop Southbridge's first Facilities Management Plan. This plan is being utilized to develop long term plans to upgrade and maintain town buildings.
- Worked with the Town's Economic Development Director to make Southbridge a Green Community. The town will receive \$200,000 in state grant funds to improve energy efficiency in town buildings. We were also very proud to have received grants to purchase our first electric car and battery recharging stations.
- Developed a six year Capital Improvement Plan that included all town buildings and equipment that will allow the Town Council to understand the long-term needs of the community well into the future.
- Worked with local utility to implement new LCD energy efficient lighting in all town buildings that will reduce long term energy costs and improve the working atmosphere of the buildings.

***RESULTS: The town's budget position has improved tremendously over the last two years. Town services have been protected and improved despite lean budgets. Improved Facility Management that will result in protecting the town's physical assets long into the future.***

TOWN OF HANSON, STATE OF MASSACHUSETTS

7/2013 – 7/2015

**Town Administrator**

**Scope:** Population of 10,366 Town Meeting form of government. \$22 million budget. Supervised 100+ municipal employees through 12 direct reports.

Planned and directed the activities, operations, programs and services of the town government to ensure that operations and services complied with policies and direction set by the Board of Selectmen, as well as with all applicable laws and regulations. Collaborated with the Board of Selectmen to develop multiple annual budgets and capital improvement plans.

Oversaw all human resource matters, personnel rules and applicable laws. Assessed community and citizen needs. Worked closely with the Board of Selectmen, various public, private and community organizations, and citizens groups to develop and implement programs that achieved Town priorities, solved community problems and provided high-quality municipal services. Directed continuous improvement of systems, processes and performance measurement.

- **Finances: Improved Tax Collection and Reduction of Expenses.**

- Provided leadership to collect over \$500,000 in back taxes by enforcing Town Bylaws and through the creation of a hearing process that required all developers to pay all back taxes before getting new building permits.
- Significantly increased Certified Free Cash. This allowed the town to fund numerous capital improvement projects that benefit the citizens of Hanson. These funds were attained through increased tax collection and sound budgeting processes.
- Developed and implemented a plan to upgrade the towns transfer station that included the initiation of a new successful Pay as You Throw Program. Created a new Enterprise Fund that reduced town expenses by \$200,000.

- **Facilities Management.**

- Provided leadership to develop Hanson’s first Facilities Management Plan. This plan is being utilized to develop long term plans to upgrade and maintain town buildings.
- Provided the necessary leadership to renovate our historical Town Hall. This project included repairing and replacing all wood trim and the painting of both the interior and exterior of the building. Developed all Invitation to Bids.
- Replaced all windows in the towns Senior Center, Library, and Auxiliary Fire Station.
- Worked with local utility to implement new energy efficient lighting in the Town Hall, Police Department, Senior Center, and Library that will reduce long term energy costs and improve the atmosphere of the buildings.

**RESULTS: Improved services to the citizens of Hanson, Quality Facility Management, and Open and Transparent Government.**

## **PROGRAM AND PROJECT MANAGEMENT EXPERIENCE**

CGI - INFORMATION TECHNOLOGY AND BUSINESS PROCESS - Andover Mass.

2011 – 7/2013

### **Sr. Technology Project Manager**

Managing projects at Cigna Insurance Company. Trained in Cigna’s Project Management Methodology. .

**Successfully completed numerous projects.** Led multiple projects while working closely with internal divisions and vendors to gather requirements, design solutions, and keep projects/programs on schedule, within budget and meeting specifications while adhering to Cigna’s Development Methodology.

## **MUNICIPAL & STATE GOVERNMENT EXPERIENCE**

CONNECTICUT DEPARTMENT OF INFORMATION TECHNOLOGY - East Hartford, CT

2007 – 6/2011

### **Project Manager / Manager, Small Agency Program**

Selected by Connecticut’s governor to lead technology initiatives across several government agencies. Managed multiple projects working closely with State agencies and vendors to keep projects/programs on schedule, within budget and meeting specifications while adhering to the State’s System Development Methodology (SDM). Controlled project budgets averaging \$500,000 each and led project teams of 13 to 20 internal and external resources. Managed relationship between Department of Information Technology and 40+ State agencies. Evaluated, selected, managed and negotiated with vendors.

- **Overcame employees’ initial resistance to change and gained buy-in and support to successfully implement projects that reduced costs by millions of dollars,** increased productivity and improved customer services. Example: End-to-end implementation of an automated interpreter scheduling system for Commission on the Deaf and Hearing Impaired.
- **Took charge of administration of the State’s newly implemented E-Licensing Enterprise System** initially used by only two agencies. Managed the addition of four agencies to the system – a \$700,000 project in 4 phases.

TOWN OF NAUGATUCK, STATE OF CONNECTICUT - Naugatuck, CT

2003 – 2007

### **Town Manager (Mayor)**

**Scope:** Population of 32,000. \$85 million budget. Supervised 200+ municipal employees through 20 direct reports.

**Memberships included:** Board of Mayor and Burgesses; Naugatuck Economic Development Corporation; Board of Finance; Police Commission; Fire Commission; Board of Education.

Planned and directed the activities, operations, programs and services of the Town government to ensure that operations and services complied with policies and direction set by the Mayor and Board Burgesses, as well as with all applicable laws and regulations. Collaborated with Town management team and Board to develop annual budget, capital improvement plan, economic development plan, and other short- and long-range plans.

Oversaw all human resource matters in accordance with the Town Charter, personnel rules and applicable laws. Assessed community and citizen needs. Worked closely with the Board, various public, private and community organizations, and citizens groups to develop and implement programs that achieved Town priorities, solved community problems and provided high-quality municipal services. Directed continuous improvement of systems, processes and performance measurement.

- **Economic development: Transformed Borough's image from a decaying factory town to a growing, vibrant community where business owners and citizens see a bright future.**
  - Established the Downtown Merchants Association; attracted several movie productions that brought in millions of dollars in revenue to local businesses by creating activities/events to generate public interest locally.
  - Led project team comprised of town officials, top business leaders and a major developer to create a \$700 million development agreement and long-term plan for downtown revitalization. Remain involved with project oversight as a member of the Naugatuck EDC.
- **Finances: Saved taxpayers over \$700,000 per year and averted a 20% tax increase.**
  - Saved \$325,000 annually by negotiating with unions on concessions such as pay freezes and healthcare cost sharing.
  - Avoided \$100,000 in legal fees through union negotiations without need for arbitration and reduced employee grievances to nearly zero.
  - Resolved \$45 million under funding of pension plans. Bonded the deficit and fully funded the retirement account.
  - Developed a sound long-term capital plan that was approved by citizens and bonded.
  - Repaired contentious relationship between Board of Mayor and Burgesses and Board of Education, resulting in increased education funding and a greater focus on providing students with an exemplary education.
- **People: Restored employee trust in town management and greatly improved employee morale.**
  - Initiated and staffed a professional human resources department, saving hundreds of thousands of dollars in legal fees.
  - Developed strong relationship with all six union bargaining units, which was instrumental in achieving Town's goals.
  - Hired a well-respected Chief of Police who dramatically improved department morale and reputation.

***RESULTS: Brought together the Board of Mayor and Burgesses (Town Council), businesses, unions and citizens to overcome critical challenges regarding financing, infrastructure, education, and community and employee relations:***

CONNECTICUT STATE LEGISLATURE - Hartford, CT

1992 – 2003

**State Representative**

Reviewed, modified, negotiated and voted on proposed legislation as an elected representative for 10 years.

- **Appointed as Assistant Minority Leader** by the Minority Leader of the House of Representatives (1998-2003).
- **Influential member of major committees:** Government Administration and Elections Committee; State Appropriations Committee which helped develop an \$11 billion state budget; and Finance Committee which set tax policy and defined revenue numbers for State budget.
- **Initiated and led successful passage of bipartisan legislation on several occasions:**
  - Led efforts to pass sweeping legislation to increase the penalties for an act of terrorism in Connecticut after 9/11. Legislation was passed unanimously by the House, Senate and Governor.
  - Initiated a Gun Trafficking Taskforce within the Connecticut State Police. Unit took illegal guns off the streets and improved citizen safety. Legislation passed with strong support of both political parties to become law.
  - Recognized leader in passing Campaign Finance Reform Legislation; helped Connecticut become the first State to ban soft money contributions in State elections.

**EDUCATION / CERTIFICATION / MEMBERSHIPS**

**Bachelor of Science, Business Administration (1986)** – Central Connecticut State University – New Britain, CT

**Certified Project Management Professional (PMP)** – Project Management Institute

**MCPPO Certified Purchasing Agent** – State of Massachusetts

**Past Memberships:** Naugatuck Board of Mayor and Burgesses; Naugatuck Economic Development Corporation

Ronald San Angelo - [EMENSINGER@MRIGOV.COM](mailto:EMENSINGER@MRIGOV.COM)

**a) Collective Bargaining and administration of collective bargaining agreements**

**Philosophy** - The purpose of Collective Bargaining is to develop a fair agreement between the community and an employee labor union. The process should be one of open and honest communication between the parties. It is important that each party develop trust in each other and have a willingness to reach an agreement. I am proud to have developed a record of success that has inspired confidence in my ability to reach agreements that have been supported by town leadership and achieved a positive working relationship with town employees.

**Approach** – Evaluate the current collective bargaining agreement to understand the history of past labor negotiations and to understand the strengths and weaknesses in the current agreement. It is important to not only look at the financial aspect of the agreement, but to understand the specific language and how it has been implemented. Next meet with the Board of Selectmen to understand their goals and objectives as it relates to the contract prior to the beginning of the negotiations. The Town Manager should be prepared to offer his experience and knowledge of the process and to make recommendations to the board. Once this process is complete the Town Manager needs to develop a strategy to achieve the goals and objectives that have been established. Unions will usually have highly trained representatives that have experience statewide when negotiating these agreements. The town needs to have a specialized labor attorney available to protect the interests of the town. Attorneys should only be utilized as required.

**Depth** - Over my 20+ years in local government I have negotiated numerous agreements with police, fire, public works, managers, and clerical worker unions. All negotiations have resulted in contracts that were approved by the town leadership and unions. None have gone to arbitration. I truly believe that my extensive experience in this area will be an asset to the community.

**b) Budget Development/Financial Management**

**Philosophy** -Budget Development/Financial Management is a team process. Selectmen, the town accountant, department heads, and the Town Manager all play an important role. The budget document is extremely important in that it assigns resources in order to meet the goals and objectives of the town. While it may look like a one year document, it is a path in the long-term development of services to the community.

**Approach**- Discuss with selectmen their long-term goals for the town and understand their overall thoughts as to taxation and spending. Review the existing budget and evaluate the document to see if it aligns with the long term goals of the community. Work with the town accountant/financial staff to create a new budget within the time frame established by the town charter. Meet with individual department heads to review each budget to make sure that it achieves the town's goals and that every dollar is invested to achieve maximum results. Propose a responsible budget to the appropriate boards and

commissions and to the general public that is easy to understand and meets the needs of the community. Be prepared to answer all questions and make adjustments as necessary.

**Depth** – Over my career my teams and I have developed numerous budgets. They have ranged from as low as \$23 million dollars to as high as \$85 million dollars. The current budget that I am developing is approximately \$60 Million dollars. My experience in financial management is very extensive as outlined on my resume. The town budget should meet the needs of a community in a fiscally prudent manner.

**c) Human Resources Functions: hiring, firing, discipline**

**Philosophy** – The success of any facet of government can almost always be traced back to motivated employees. As a professional manager it is my responsibility to build on the strong foundation that has been established by the Board of Selectmen and former Town Managers.

**Approach** - I would utilize the experience and knowledge of my management team and each employee in order to achieve the goals that have been established by the town. Hiring of employees is based on qualifications and how they fit in with the team. We need employees who have a passion for the position and the qualifications needed to do the job. A difficult part of a Town Manager's job is to discipline/fire an employee. The Town Manager must follow all guidelines established by the town or by a collective bargaining agreement in order to protect the town from legal consequences. This is a progressive process and documentation is extremely important. A good manager works with his/her employees to improve performance and insures that employees stay as valuable members of the team.

**Depth** - Often in local government specialized human resource personnel are not available. I have served as the Human Resource Director in Hanson and in Naugatuck. I am very knowledgeable in all areas of Human Resource Management. As both federal and state labor laws constantly change my experience in understanding the law and how it is interpreted has become a very important asset.

**d) Strategic & capital planning**

**Philosophy**- Strategic planning & capital planning is developing a plan, putting it into action, and measuring progress and performance. We must understand the needs of the future to be able to define current tasks. Citizens expect the town to improve and a future where they can work, live, and raise a family comfortably.

**Approach** – Being a trained Project Management Professional I utilize Microsoft Project Management software to develop strategic plans that have defined goals, specific tasks, resources, and a project schedule. Our team will work together to build a long term plan that meets the needs of the community long into the future. The town should have a quality five-year Capital Improvement Plan in place.

**Depth** – This is an area where my qualifications are unique .Having been trained and certified as a Project Management Professional (PMP) I have extensive experience in both strategic and capital planning. I can provide examples of both a project plan and a capital plan for your review.



**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?**

**Personal style and approach** - There are many management styles and often you have to utilize a style that meets the needs of the situation or the organization. In general, I would describe my style as participative. In order to get maximum performances from employees you need to have a motivated team who believe they have input into the decision making process. In local government you have experienced employees who can offer solid advice and who have the expertise to accomplish the goals and objectives that you have established together. As a manager, I do not believe in micro managing my staff. Of course, as you hire new members of the team you need to spend the time to insure that they are properly trained. This sometimes requires a coaching or authoritative approach until you feel they have a full understanding of the position. A good manager utilizes different approaches depending on the situation.

**Select Board** - As a Town Manager I work directly for the Board of Selectmen. It is my responsibility to work collectively with them to achieve their overall goals and objectives for the town. I truly believe that we are a team and by working together can achieve great things. The Board of Selectmen has a tremendous responsibility to the citizens of the community and as their representative it is my job to insure that the town performs in an exceptional manner. Open communication between the Town Manager and board members is critical. This can be accomplished in many ways. Board members will receive regular reports of the activities of the Town Manager. Email and telephone communication are essential given that many board members have full time jobs and may not be able to meet in person. I have always had an open door policy and enjoy meeting one on one with Selectmen to discuss their views and to insure that they feel that my office is responsive to their concerns. I will also be prepared to answer questions at any meeting of the Board of Selectmen.

**Municipal Employees** – In order to create a team atmosphere I hold biweekly department head meetings the day after a Board of Selectmen meeting. This gives me the chance to update them on important issues and to insure that they understand any concerns that may have arose at the meeting. This is an opportunity for all department heads to update the group as to activities within their department. I have found that employees perform better when they understand how each department works and how they can

accomplish more by working together. Often this will result in various departments working together to achieve a task in a way that saves resources and improves performance. This process is important to them understanding that they are part of a team and can ask each other for support when needed. It is important for a Town Manager to work in the office to develop strategic plans for the town. It is equally important that a manager be seen by employees and to let them know you are there to support them. I hold staff meetings as needed to keep employees informed and will often meet with managers in their office so that I can say hello to staff and view the operations of the department. All employees need to feel they are part of the team.

**Elected and appointed officials/ volunteers** – These are people who generously give their time to the town out of true caring for their community. They deserve a ton of respect. They need to know the Town Manager and understand that he/she is there to support their activities. I would start by calling a meeting of the chairs of the various boards and commissions to introduce myself and to get to know each other. This gives everyone time to understand their roles and to discuss in an open session what their particular needs are and to make them feel comfortable that they have support from the Town Managers office. One of the ways that I have been helpful to their process is by providing training in Open Meeting Law, Ethics, and Parliamentary Procedure for holding meetings. While I will have regular contact with the chairs it is also important to attend some of the meetings of various boards and commissions to support their activities and to get to know individual members. We need to let them know that they are appreciated for the work they do for the community.

**Meaningful and transparent communication with the Select Board and with the community** – It is important that the citizens of the town believe that an administration is open and transparent. This can be accomplished in many ways. The Town Manager has to be available to citizens and be open and honest in all discussions. He/she has to attend town events in order to be available to the public and become part of the community. The towns website should be kept up to date and have easy access to important government documents like the town budget, capital improvement plan, union contracts, master plan, dates and times of meetings, minutes of meetings, and any other document that citizens would request on a regular basis. The media is often a resource for keeping citizens informed. Developing a positive relationship with the media is essential to keeping citizens informed and building a positive reputation of the town. Social media is another tool that can be utilized. I have learned a great deal over time that one must be careful with how you manage this communication tool. While it can be very positive and a quick way to inform the public it can also be a way for people just to be negative about the town. A Town Manager must understand how to utilize all forms of communication in order to be successful.

**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.**

**Structure of current government** - A simple yet effective process is to develop an organizational chart so that everyone can easily understand the current structure of town government. It is important that the Board of Selectman and town employees can see visually how our government is operating and the role of each employee within a department. Once that is complete, I would meet with the department heads to evaluate the structure of their department and see if it aligns with the goals and objectives of the town. Questions need to be asked of the department head as to how they feel they could be more productive and efficient within existing resources. Together we would evaluate various methods of increased productivity. This conversation and analysis could result in a variety of changes. Do we have the right staffing in place to get the job done? If not, we may need to reassign or change the job responsibilities of employees. Would we save money or increase productivity by outsourcing a particular activity? Many towns have outsourced such activities as managing information technology hardware or the utilization of software that requires less staff involvement. This can free up time for employees to be more productive in other areas and increase efficiencies or reduce costs. When making changes it is important to have employees involved in the process. If you do not get employee buy in they will often resist the change and this can have a negative effect on the organization. Often towns can save money by consolidating departments. Clearly in order to consider this the departments need to have services in common. Consolidation may also reduce the need for management staff or clerical staff. Any changes should be carefully evaluated to see that this process will achieve the right balance of services and affordability for the community.

Over the years, I have worked with my teams to develop innovative ways to improve services, increase productivity, and to build efficiency. In Naugatuck by working together we consolidated the town and school administrations Human Resource Departments. The school system had no real organization to handle employee issues, exclusively utilized expensive attorneys for even basic processes during union negotiations, and did not follow up with employees who were out sick or injured. This resulted in numerous employee lawsuits, increased overtime costs, and high legal costs. By sharing a Human

Resource Director we had an experienced Human Resource professional who improved the performance of both departments and saved us a significant amount of money.

Another example is the consolidation of the Town of Southbridge's Inspection Department and the Health Department. This resulted in one less department head and the reduction of one part time clerical staff member. Customers love this because they can go to one department to get needed services. It has benefited the department by having both teams in an office where they can work together to review plans and come to a full understanding of the direction of a specific inspection. This consolidation has saved the town considerable money, improved services to our citizens, increased production, and even resulted in improving employee morale.

I have applied for and have received a \$35,000 grant from the Governors Community Compact that has allowed me to hire a consultant to evaluate consolidating the Southbridge DPW and the School Administrations Facilities Management team. We are looking to lower costs and improve services. If we move forward with this program we will no longer have to purchase trucks and equipment for both groups. Also, because each group currently only has enough staff to manage day to day activities, when an employee is sick or absent overtime is needed to insure that the work is accomplished. Consolidation is expected to reduce overtime costs and insure that proper staffing is in place. School systems are usually excellent at taking care of recreation fields, but do not always prioritize repairs to buildings. This can ultimately lead to towns having to replace schools earlier than would be needed if proper repairs had been completed on a timely basis. This is a team effort by the leadership of the school system and the town.

In the Town of Hanson I led efforts to initiate a Pay as You Throw program that has been completely successful and operating today. The town has reduced the amount of waste, dramatically improved recycling, and saved well over a hundred thousand dollars in the town budget. Working with Zero Waste and ABC Transportation we significantly improved customer service at the transfer station, increased the efficiency of the facility, and at the same time protected our environment. We were excited that the town was recognized by the regional recycling cooperate for the success of the program.

Energy efficiency program in Hanson and Southbridge – Working with National Grid I led efforts to completely replace the lighting in every town building with new LED energy efficient lighting. Both towns have saved thousands of dollars in costs, improved the lighting in each of the buildings, and increased employee morale. My relationships with National Grid have been a true asset to both communities. I am also pleased that Southbridge is now a Green Community.

**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?**

It is great to hear that Hanover has a stable work environment and has enjoyed employees who have a long tenure. This is done by treating employees with respect, letting them know you appreciate the work that they do, and by giving them the opportunity to build their careers. In order to achieve this you have to know your employees and talk with them. I am not the type of manager who locks himself into an office. I will be engaged with employees and citizens. They will know me as a person and will feel comfortable to share their ideas and concerns with me. I truly enjoy working with people in general and believe this to be true strength. My whole career has been one of involvement with the community. Having served on a Board of Directors for the Red Cross, as a member of many boards and commissions, and in various roles within government I understand the need to develop positive relationships with everyone.

The key to any organization is quality leadership and stability. As a practice, I like to hire from within. If we have an employee who is qualified to take over a position when someone leaves it can improve morale and help to create a positive environment within your organization. This lets your team understand that if they work hard and do a good job they will have the opportunity to be promoted. In order to do this you have to build a solid team underneath your department heads. This means that you have to encourage your department heads to provide the necessary training and to create an environment that allows employees within their departments to increase their skills and take on more responsibility. Often this involves one on one coaching skills that foster team work and builds trust among employees.

In my current capacity as Town Manager I have built a tremendous team. I am very proud of all that they have accomplished with minimal resources. I have done this by holding department head meetings on a biweekly basis. Our School Superintendent is also invited to be on our team. This gives everyone the chance to see the big picture of what is happening in town and how individual departments are providing services to our citizens. They love the opportunity to engage with me and with each other. This environment fosters the ability for experienced managers to help less experienced managers. Everyone understands that I expect each team member to work as a team and that you must do everything in your power to help a team mate. This also means that a team member can expect the same support from them. I am extremely happy watching them work together on important projects.

Of course there are times when it is impossible to hire from within. In those cases we need to utilize all sources of communication to attract candidates who are qualified for particular positions. When hiring I like to engage other management staff in the process to insure that we hire the best qualified person for the particular job responsibilities that are needed. This means we review all resumes and qualifications that are brought forward by an applicant, do any required background checks, and develop quality questions and criteria to judge a candidate on. The process must be fair to everyone who has applied and follow all relevant labor laws to insure that the town is protected and the candidates feel they have been treated fairly. If we are hiring an individual who will work as an employee of a department then that department head will be involved in the whole process and their opinion will carry a lot of weight in the final decision as to who will be hired. The accepted candidate will be the most qualified candidate who fits in with the existing operation.

**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?**

While Smart Growth is extremely important to almost all communities the right mix of balancing economic development, community needs, and the environment is different in all communities. In order to understand what is best for a particular town a Town Manager needs to listen to the views of all citizens. This means that a Town Manager must be engaged with business leaders, political leaders, board and commission members, and citizens.

During the years that I lived in Hanson I had spent many hours shopping at the Hanover Mall, dining in area restaurants, and as a member of the South Shore YMCA. I have a basic understanding of the community. Having visited the town’s website I have also had the opportunity to review your Business and Community Guide 2015-2016. This is a solid document that defines what Hanover currently has in place.

**Master Plan** - During the coming years Hanover will continue to attract many economic development opportunities and needs to have a solid Master Plan of Development in place in order to meet the needs of the future. Open meetings should be held to discuss the Master Plan with all citizens. This is an important tool and needs to be continuously updated and reviewed to see that it stays in line with the community’s current needs and long term objectives. This document should be utilized as a way to bring people together around key strategies and to build consensus. A plan however becomes useless if it sits on a shelf and is not implemented. The community should consider creating an entity responsible for seeing that the major objectives in the plan are actually implemented. This group, which should include representatives from government, business, and education, should meet regularly to monitor the community’s progress on the plan. A Town Manager needs to work with all parties to provide necessary leadership and to build consensus around the plan. This is an area where many towns fail. Citizens spend many hours developing a quality plan and then fail to follow through. This is where my training as a Professional Project Manager will be invaluable. I will take the Master Plan and turn it into an action document. In order to meet the goals and objectives outlined in the plan you have to define the specific tasks, resources, and project timelines to insure that the work gets completed.

**Community Needs** – While economic development is critical to maintaining the towns tax base it must be balanced by the needs of citizens to enjoy quiet neighborhoods, maintain quality educational opportunities for their children, and to enjoy a great quality of life. It is critical that the Master Plan and the towns zoning bylaws have clearly defined zones in place for manufacturing, commercial, and residential neighborhoods. Urban/Suburban sprawl can have very negative consequences on a residential neighborhood and, therefore, it is important to continuously evaluate how the town implements its land use regulations. The Communities Character must be protected in a responsible plan.

**Green Communities and the Environment** – I am very pleased to see that Hanover has already been designated a Green Community. This allows the town to utilize state grants in order to promote energy efficiency. With careful planning the town can save significant dollars by reducing energy costs. In Southbridge we have achieved energy savings through efficient lighting for Town Departments. Working with our utility company we have developed a program that saves tax dollars and improves energy efficiency throughout Town buildings. As Town Manager, I brought forward this program and it has resulted in huge savings to the taxpayers of Southbridge. The total net cost to the Town of Southbridge for this project is \$471,158, with an estimated annual savings of \$125,550 for a simple payback period of 3.75 years. Financing was provided for the net cost to the Town through National Grid at 0% interest. The project has a net monthly positive cash flow of \$1,039, cost versus electric savings. We have now introduced this program to our Housing Authority. They will also save a tremendous amount of money through energy savings. It will result in new lighting fixtures, lights, refrigerators, and air conditioners at no cost. Our seniors and the disabled will see many positive benefits in the future due to this program. Implementation began on 6/30/16 and has now been completed. As a result of our success I was asked by National Grid to speak about this program at a state conference and they have highlighted our town's success in a national newsletter. This demonstrates how economic development can be achieved and also be friendly to our environment.

**Solar Projects** – Currently we are working with MeLink Corporation to develop five parcels of town owned land for the purpose of building solar arrays. This will result in hundreds of thousands of dollars in new revenue for the town and provide green energy to our state. It was critical for our community to negotiate an agreement that protects our community, provides new revenue to the town, and at the same time enhances our environment. This is another example where economic development can be achieved without negative consequences to our environment.