

PROFILE

Accomplished, Experienced Leader/Manager

Career Overview: Background features a record of consistent performance excellence in highly visible, progressively responsible public sector managerial roles. Served as the equivalent of the COO for large, complex organizations, directing staffs of up to 300+ and budgets of \$30 million+. Led union negotiations. Record highlighted by achievement working with towns comprised of widely varying demographics, meeting diverse challenges, in growth and recessionary economies through regionalism. Qualified for any management role which requires the ability to lead and manage people, projects, process and budgets.

Key Strengths: Unique combination of strategic vision, operational managerial ability and leadership qualities. Respected for fair, even-handed, inclusive, data-driven management style. Exceptional communicator – with a proven ability to find common ground and solutions while working with individuals advocating opposing, adversarial points of view.

EXPERIENCE

04/10 – 12/11: TOWN OF HEBRON (Population 9,500) – Hebron, Connecticut

Town Manager – Proposed and oversaw \$8,000,000 budget, consisting of Town expenses, Capital projects, and Open Space acquisition. Supervised 50 employees and conducted all union negotiations, as well as handled all hiring, grievances, and disciplinary matters. Worked with 5 member Board of Selectmen and Board of Finance, as well as Town Meeting. Developed and wrote all Selectmen agendas, as well as backup information for each agenda item, and wrote the weekly Town Management Report, which went to employees, the media and all Boards and Commissions. Served as Economic Development Director.

- *Began meetings with neighboring towns to regionalize municipal services.*
- *Proposed and successfully implemented new technology hardware and software upgrades for the Town.*
- *Worked with the Board of Selectmen to develop Core Services for the Town, allowing them to prioritize Town services which make for easier budgeting decisions.*
- *Working with the University of Connecticut, implemented a Town Charette process to develop a long range design and zoning plan for our major retail corridor of Main Street/Village Green.*
- *Developed the first Economic Development tour for potential developers, bankers and real estate agents.*
- *Implemented Hebron Human Services Summit to bring together all social service agencies in the area, along with schools, churches, non-profits and Town departments to avoid duplicating services and developing a long range plan to coordinate services for the residents of Hebron.*
- *Led the recovery efforts for two major weather events: Tropical Storm Irene and Winter Storm Alfred*

8/09 –04/10: Consultant with Metro Hartford Alliance, Bristol Resource Recovery Authority and Interim Director of Administrative Services for Simsbury, Connecticut

2003 - TOWN OF WETHERSFIELD (Population 26,000) – Wethersfield, Connecticut

2009 **Town Manager** – Directed the efforts of seven department heads, 300+ employees, and a \$34 million budget in all aspects of the efficient and effective management of the municipal government. Served in the function of the Town's Chief Executive Officer, reporting to the Town Council which functions as a Board of Directors. Executed broad responsibility and authority to effectively manage the municipal workforce. Ensured smooth, transparent and non-partisan management of all issues, ensuring that all Council members had equal access and information to work with. Developed policy recommendations for the Town Council on a variety of issues. Implemented Council initiatives, with extensive and ongoing collaboration with multiple departments, vendors, businesses and citizen groups. Worked closely with the State Representatives in lobbying the State of Connecticut for increased state aid, as well as changes to state laws and local taxation. Negotiated all contracts with the Town's six unions. Provided clear, unambiguous information at Council meetings in response to requests from members or the public. Generated weekly project and informational management reports for the Town Council, the media and the public.

- ◆ *Improved the efficiency of the Town's government, resulting in the Town receiving an improved Standard & Poor rating than in previous years.*
- ◆ *Maintained good working relationships with unions, successfully negotiating multiple contracts without arbitration.*
- ◆ *Proposed clear plans and justifications which helped pass a lower non-education budget increase in 2009-2010, meeting important, emerging Town needs during difficult economic conditions.*
- ◆ *Oversaw numerous capital projects, including the renovations to the Town Hall/Library and a \$3 million road*

improvement project.

- ◆ *Directed the development of a stronger, clearer Long Range Strategic Plan.*
- ◆ *Increased the Town's fund balance and successfully lobbied for enhancements to the computer system.*

1996-2003 TOWN OF BERLIN (Population 18,250) – Berlin, Connecticut

Town Manager – Provided significant leadership to the Town during a time of historic change. Appointed as the first Town Manager under a new form of Town Council government. Perform functions essentially as described in position with the Town of Wethersfield. Recruited, trained and evaluated all personnel (approximately 70 employees). Served as Chief Negotiator with four unions during several negotiations.

- ◆ *Planned and implemented a dramatic, effective reorganization of the Town Hall, applying sound modern leadership and management principles to produce an organization which is lean and effective.*
- ◆ *Reduced existing 23-department structure to 9 departments.*
- ◆ *Directed the process by which the Town Hall and Board of Education administrative offices acquired a new information technology infrastructure, which included the ability of the public to access selected public records.*
- ◆ *Collaborated with Town Council and citizen volunteers to develop a clear, bold Long Range Strategic Plan for the community.*
- ◆ *Played a key role in Economic Development activities. This included hiring a part-time economic development expert and helping that individual design and execute plans which promoted economic growth. From this effort came innovative policies, ideas and programs which have had a positive economic impact on the Town.*
- ◆ *At time of hire, this new form of government had been approved by referendum by a bare majority (50 votes). Two years later, it was challenged again by referendum, which was voted down by a 70% to 30% margin.*

1994-1996 CITY OF JACKSONVILLE (Population 72,000) – Jacksonville, North Carolina

Assistant City Manager - Provided leadership in the successful revitalization and transformation of the downtown of this mid-sized North Carolina City. Position required the ability to quickly adapt to the diverse challenges of this city, which includes Camp Lejeune, a Marine base, housing people from all over the world. Oversaw Personnel Division and City Garage Operation. Made recommendations for Department and Division Head hiring.

- ◆ *Worked on several special projects assigned by City Manager, to address critical city needs.*
- ◆ *Coordinator for Downtown Redevelopment Project, the centerpiece of town revitalization efforts.*

1993-1994 TOWN OF WRENTHAM (Population 9,800) – Wrentham, Massachusetts

Executive Secretary (Interim) - Supervised five departments, coordinating day to day activities of employees, implementing the policies of the Board of Selectmen.

- ◆ *Chair of Town-Wide Advisory Group to select computer system for town wide operation.*

1991-1992 CITY OF HARTFORD (Population 150,000) – Hartford, Connecticut

Deputy City Manager – Provided leadership in the management of the municipal government during a period of political change (a new mayor), and economic challenge. Oversaw and supervised 18 departments. Evaluated Department Heads. Planned, organized, implemented, coordinated and directed the activities of the City Manager's Office, allowing the City Manager to devote full-time to strategic aspects of the position.

- ◆ *Played key role in the development of the \$417 million budget and Capital Improvement Budget. Worked on strategies for union negotiations for 5 unions, including the successful negotiations to have the unions take a zero increase for one year, because of budgetary constraints.*

1984-1990 TOWN OF ENFIELD (Population 47,000) – Enfield, Connecticut

Acting Town Manager (1989-1990)

Served as Acting Manager for thirteen month period, replacing the former Town Manager, who had vacated the position. During this period, also served in the roles of Public Works Director and Personnel Director.

- ◆ *Exercised the full authority of the position. Developed, prepared and presented 1990-1991 \$70 million budget. Managed staff, including recruitment, selection and evaluation.*

Assistant Town Manager

(1984-1990)

Gained initial professional experience in municipal government. Worked with the Town Manager in coordinating the efforts of ten departments. Served as liaison to Town Council and Town Manager for numerous sub-committees.

- ◆ *Panel member representing Town for new middle management contract and several renewal contracts.*
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EDUCATION

AMERICAN INTERNATIONAL COLLEGE – Springfield, Massachusetts

Master of Science, Public Administration, 1983

Master of Arts Criminal Justice, 1979

Bachelor of Arts Sociology, 1977

Graduated with Highest Honors

Graduated with High Honors

PROFESSIONAL ORGANIZATIONS

State Advisory Committee on Intergovernmental Relations: Appointed in 2008 by Governor Rell. Committee advises on ways the State and Local Governments can work closely together to save dollars and to strengthen relations.

Bristol Resource Recovery Authority (Former President) and Tunxis Recycling (Former President and Treasurer):

Connecticut Council of Small Towns: Vice President of the Board (2007– 2009). Member of the Board of Directors.

International City and County Managers' Association – Played an active leadership role in this international association. Made presentations to thousands of attendees at conventions. Member of multiple committees.

Member of Connecticut Town and City Managers Association – (1998-Present). At Large Board Member (2007–2009).

State of Connecticut Task Force to Study Statewide Health Insurance Proposal – Appointed by State Senator (1991)

Member of Greater Hartford Chamber of Commerce's Business Steering Committee – (1991–1992)

CIVIC ORGANIZATIONS

Corporator - Greater New Britain YMCA (1998-2003)

Board of Director - Hartford Bushnell Carousel Society (1991-1992).

Board of Director - North Central Coalition for Children (1984-1990); President (1985-1987)

Charter Member of American Association for University Women (1981-1988); President (1987)