

# **Town of Lancaster**



## **TOWN ADMINISTRATOR FINALISTS**

**MARCH 2022**



**COMMUNITY PARADIGM ASSOCIATES, LLC**

**Thomas Guerino**

**Finalist**

**Lancaster Town Administrator**



## **Lancaster Town Administrator Search**

**Bernard Lynch, Principal  
Community Paradigm Associates  
VIA ELECTRONIC MAIL**

**Thomas M Guerino  
[REDACTED]  
Vernon, VT 05354  
[REDACTED]**

**[apply@communityparadigm.com](mailto:apply@communityparadigm.com)**

January 23, 2022

Dear Mr. Lynch and members of the Honorable Search Committee:

Please accept this brief statement of qualifications as an indication of my objective to be selected for the position of Administrator for the Town of Lancaster, as advertised in the recruitment profile provided by Community Paradigm Associates.

As the enclosed resume indicates, I have enhanced my credentials and have held increasingly responsible professional positions. **Currently**, I am serving as the Director of the Greenfield, MA Housing Authority and Greenfield Housing Associates, Inc., a housing development NFP that works adjunct and in cooperation with the Housing Authority. These positions have provided me with the ability to develop new affordable housing in a very tight housing market and work with the City and other agencies in the conceptual development of new housing opportunities.

I also assist the Town of Wareham in a consulting capacity to the Town Administrator, by conducting a thorough review of the organizational and financial status of the Wastewater Department, including project management of all contracted construction/planning services. I also recently served as an Interim Town Administrator in a rural community on a part-time basis. Until September of 2019, I served as the Town Administrator for the Town of Bourne (February 17, 2005 – September 30, 2019). I have served as a Massachusetts and Vermont Municipal Administrator, Economic and Community Development Director, and as a consultant to municipalities and non profit agencies to conduct goals and priority scoping sessions and classification programs.

As related to my most recent full time permanent municipal management work as noted, I served for 14 plus years in Bourne. Bourne is a full-service community of 20,000 residents (40,000 in the summer months), currently with a budget of \$72 million. In addition to the General Fund and Education budget, Bourne also owns and successfully manages a municipal regional integrated solid waste facility (\$11.7 million) and a wastewater enterprise fund. I am charged with budget and union negotiations and work under the provisions of the Bourne Home Rule Charter, as amended. The Town currently boasts a combined "Free Cash and Stabilization balances of \$12.95 million as opposed to the Town being \$1.5 million in the red in 2005 when I was hired. The Town's bond rating from Standard and Poor's was raised from AA- to AA+ during my tenure with being on track for a AAA rating in FY 21. Bourne also was in a position to recruit for both an Accountant and Treasurer/Finance Director simultaneously.

I have experience to seamlessly transition, working with new to the community professionals in very important leadership positions.

The Town was also deeply involved with finding creative ways to provide new market rate, affordable and workforce and 55+housing units I also served as the Chair to the Cape Cod Regional Transit Authority and was a member of the Barnstable County Substance Abuse Council (a few years back).

Prior to my work in Bourne, I formally served as the Executive Director of the Massachusetts Rural Development Council, Inc., a member state of the National Rural Development Partnership (9.5 years), wherein I spent considerable time in rural areas of Worcester County. I have also served as a municipal selectman and a finance committee member. All of the above positions have necessitated the acquisition of a comprehensive toolbox of skills and expertise. These include negotiating, administrative, public budget preparation and presentation, wage and classification preparation, preparation of policy and administrative documents, staff oversight, annualized goal, benchmark/work plan/Town Meeting preparation and other varied abilities that are utilized in an ever-changing citizen service and technology related public environment. The plethora of issues facing rural and more urban communities are astonishingly similar.

Also, as noted within my resume, I have been involved in both exempt and non-exempt negotiations, prepared grant and compliance reports for state and federal agencies, served both as a hearing officer and appealer, and have worked within the parameters of local, state and national policies. I am also experienced in the management and functioning of municipally owned marinas. I am keenly aware of the issues surrounding affordable housing and lack of permanent affordable and workforce level housing opportunities throughout the Commonwealth and more. I also have served as a representative to the MPO ( in Barnstable County). The current need to find assistance and flexibility to local business is also a major concern due to the ongoing pandemic.

I have also worked with many Massachusetts and Federal Departments and agencies and am quite familiar with Massachusetts state Government (EOHCD, DOR, DEP, MDOT), having worked with many during my tenure as an administrator and MRDC Director in the Commonwealth. I am familiar with Mass. MGLA Chapter 30B, 32B, 40B, etc.

Further, I am comfortable with and have experience in working with groups of extremely diverse constituencies. I am frequently recruited to present as an invited speaker or panelist locally and at national functions. Thus, my extensive and varied experience in Municipal Government, human resources, public-sector administration, public policy, budget, contract negotiations and team building create a confluence, which will be beneficial to the entire community of Lancaster, as it moves forward to continue its reputation of professional excellence within the municipality.

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I look forward to the opportunity in discussing how my experience and qualifications meet the needs of and will maintain professional operations within the Town of Lancaster, as it moves toward securing a permanent Municipal Administrator.

It is anticipated that the salary will be commensurate with the responsibilities depicted within the position profile, take into consideration with the growth pressures of the community and, of course, be aligned with the level of professionalism required.

Respectfully,

*Thomas M. Guerino*

Thomas M. Guerino

**THOMAS M. GUERINO**

**Vernon, Vermont 05354**

**City of Greenfield, MA Housing Authority – Executive Director – Current Full Time (11/02/20 - present)**

**Town of Wareham, MA – Consultant to Town Administrator for Wastewater Contracts and Organizational Development – Current Contractual (10/17/2019 - present)**

**Town of Vernon, VT – Interim Town Administrator 02/20 – 11/20**

**Town of Bourne, MA – Town Administrator – Feb. 17, 2005 to September 30, 2019**

- Chief Administrative and Executive Officer of full-service municipality 20,000.
- Prepare and Administer \$73M annual budget plus an \$13.7M Regional Landfill Enterprise Fund, pursuant to Town Charter.
- Strong Chartered Town Administrator. Excellent Budgetary skills.
- Instituted town wide performance appraisal system.
- Reorganized the Zoning and Planning staffing organization. Reorganized Finance Department, Community Building organization and COA.
- Brought town from \$2M deficit in FY05 to undesignated fund balance of \$6.6M in FY07.
- Halted use of Free Cash and Stabilization Funds for general operations without repayment plan over 24 months.
- Orchestrated and justified general overrides – infrequent and only as absolutely necessary.
- Increased public safety staffing. Expanded shellfish propagation program. Professionalized marina operations.
- Revised long-term financial model.
- Created Capital Expenditure working group, Wastewater working group, Department Head working subcommittees, and Integrated Solid Waste Management (ISWM) Futures Working Group.
- Lead collective bargaining with 9 separate units. Prevailed on a vast majority arbitration challenges.
- Revised several antiquated policies and created new travel and vehicle use policy while reducing and then stabilizing size of municipal fleet.
- Entered into 20 Power Purchase Agreement (SREC I) wherein 85% of the municipal and school department electrical load is “behind the meter”
- Opened communications within municipal departments and made the Administrator’s office accessible to employees and the general public.
- Harnessed school spending with close collaboration with School Superintendent.
- Brought self-insured health insurance budget under control through union negotiations.
- Established and funded Facilities Maintenance Department. Created Capital Stabilization Account.
- Guided Board of Selectmen into professional goals-setting sessions. Working well with an 80% board change over 8 months including a recall of two former members.
- Hired several department leaders including Director of Facilities, Human Resources, and Director of Finance. Terminated employees as necessary and appropriate.

### **Town of Putney, Vermont – Interim Municipal Manager – May 2004 – Feb. 2005**

- Chief Administrative/Financial/Human Resource/ Officer for full-service community.
- Charged with administrative, human resource, financial, and development functions.
- Administer and prepare general fund and special appropriation budget.
- Oversight of all invoice and payroll functions.
- Project Director and administrator of multi-million dollar capital improvement budget including water and wastewater system development and upgrade, new library (charged with selling existing library building), moved toward new EMS station.
- Revised benefit program to improve and reduce health and illness leave benefit costs.
- Chief procurement officer. Retained by community to assist in reviewing current governance structure and recommend upgrades or transition to more appropriate form/staffing core.

### **Massachusetts Rural Development Council – Executive Director**

- Served as a leading advocate and spokesperson for 177 small and rural Massachusetts communities related to policy and regulatory change requirements and the principles of New Governance. Chief operating professional.
- Creatively facilitated more than 180 divergent teams on National, State, and local levels, utilizing distinctive models for facilitation, achieving consensus, and team building.
- Led program effort in providing technical assistance to USDA – Rural Development in missionary change from program administration to customer service outreach provider.
- Participated and trained in intensive diversity and inclusion program.
- Successfully constructed/participated and provided leadership with teams that continue today, ranging from welfare reform to entrepreneurial training, and local government participation methods.
- Developed curriculum for National Partnership meetings in CO, DC, FL, AK, MA, NH, PA, OH, WY.
- Leader in formulating professional development training curriculum. Was responsible for creating opportunities for and oversight of Graduate student interns/work study students.
- Team member in creation of National guideline for Outcomes Standards and Success Measurement.
- Created policy guidelines as team member for new National Network Management Team. Elected to such in 1998, under new name of National Rural Partnership Executive Board.
- Expanded revenue source as Federal Participation declined through fundraising and legislative action.
- Member Board of Directors for Central Massachusetts Regional Employment Board (Workforce Central).
- Member Executive Committee Better Access Through Organized Networks (BATON/MASSCARES – EOHHS - Hampshire County).
- Representative to Federal Reserve Bank Community Development Advisory Council.
- Member Technical Advisory Committee for Northeast Center for Rural Econ. Development (Penn. State).

- Member Performance and Accountability Committee for the Strategic Accountability Task Force (NRDP).
- Selected to participate in International Learning Cluster on Partnering @ Johns Hopkins University.
- Leader in drafting, submission and “lobbying” the passage of the NRDP act of 2002 and subsequent Congressional Authorization and budgetary earmark. Extensive work with appropriation subcommittees and entire Massachusetts Delegation.

### **OTHER PROFESSIONAL EXPERIENCE**

#### **City of Pittsfield, MA (TMG ASSOCIATES)**

Selected consultant to maintain and redefine the Human Resources function and provided staff training/oversight for active personnel office.

**Massachusetts Municipal Consulting Group** – recruitment and wage/classification specialist/Assessment Centers panelist

#### **Town of Rockingham / Bellows Falls Village Corporation, Vermont**

Municipal Manager/Economic Development Director

**Town of Warren, MA** - Town Administrator/Coordinator -Local Assessment Committee (MGLA Chapter. 21D)

**Massachusetts Municipal Circuit-Rider Administrator**

### **EDUCATION/OTHER CAREER EXPERIENCE**

- University of Southern Maine, Portland, Maine, Bachelor of Arts (Magna Cum Laude)
- Greenfield Community College, Associates Degree in Liberal Arts
- Partnering for Results – Extensive training – Johns Hopkins University
- Grant Reviewer - National Institutes of Health (NIH)
- Substantial legislative and administrative advocacy experience at State and National level
- Extensive Professional Development course work and seminar training in facilitation, Americans with Disabilities Act, team building, achieving consensus, outcomes framework, diversity and inclusion benchmark and achievement measurements, financial, administrative compliance, grants writing and administration, New Governance, throughout entire professional tenure.

### **COMMUNITY SERVICE**

Selectboard member – Town of Vernon - current

City of Greenfield, MA – Community Preservation Committee – current

City of Greenfield – Police Department promotional assessment panel

Cape Cod Regional Transportation Authority (Chair 2015 through October 2019)

Member of the Metropolitan Planning Organization (MPO – Through October 2019)

Future Connector Executive Task Force – The FIX - Canal Bridges task force

Bourne Financial Development Corporation

Barnstable County Substance Abuse Council (Past member)



# Thomas Guerino

## Reference Comments

*The following comments were provided by six references: two Select Board members from a Massachusetts community, a regional Transportation Center Executive Director, a regional Chamber of Commerce Executive Director, a Finance Committee member from Bourne, Mass., and a Town Counsel for a Massachusetts municipality. All worked with the candidate in some capacity.*

- Tom Guerino is a skilled municipal administrator who can juggle a lot of things simultaneously.
- He knows Massachusetts laws and regulations. He knows how to make the system work and he knows how to find solutions.
- When he came aboard as Town Administrator, he helped to straighten out financial issues the Town was having. He put the Town in its current strong financial position and helped to get us a number of bond rating increases.
- He worked to increase development in Town; he helped to get a new hotel here and three or four other businesses in one neighborhood that we were working to develop. This helped to increase the town's revenue stream.
- Tom is forthright, honest, and collegial.
- He is a skilled and experienced Town Administrator who knows how to build a team. He is good at hiring strong, experienced department heads and staff.
- Tom is really good at handling crisis situations. He rallies and gets the job done.
- He is highly skilled in financial management and budgeting.
- He is a hard worker who willingly puts in long hours.
- Tom worked hard to successfully improve Bourne's bond rating which helped save the Town a lot of money over the years.
- He served as chairman of the regional transit authority and was always well-prepared, and supportive of progressive and proactive ideas. He helped us make things happen.
- He is not a politician at all, but he is politically savvy. He knows how to maneuver at the different levels of government to make things happen for the Town.
- He is really good at tapping into available resources - local, regional, or state.
- Tom made the moves that put Bourne in a good place which is now allowing us to handle the financial situation the pandemic has created for all communities.
- He initiated the push to get expanded service from the MBTA and that is now being put into place.
- He supported the regional Chamber of Commerce's efforts to build the regional economy. He was an active participant in our efforts.
- Tom understands the importance of economic development and worked to attract new business to town. He knows that infrastructure is critical to attracting new business and he works to support that.
- He worked to solve problems in his town and in the region.
- Tom does his homework on issues. He is well-prepared and he brings people to the table to solve problems.
- He is a good listener who strives to help others succeed.



- A challenge he faced was having to be firm with certain employees, but he strives to help employees overcome obstacles and find success.
- Tom is intelligent, dedicated, and committed to the organization.
- He is collaborative and thoughtful.
- He is always respectful of others.
- He is knowledgeable of municipal management practices, has a great deal of experience, and is level-headed.
- He works collaboratively with department heads and is highly approachable.
- He is well respected by his peers and works well with them.
- He is skilled at building relationships and coordinating projects.
- He weathered some tough politics in Bourne, which seems to be still struggling with growing pains from transitioning from a full-time Board of Selectmen to a Town Administrator even though it's been 20 years. His long tenure there deserves a lot of credit. He started as an interim Town Administrator and stayed for 14 years. That is pretty incredible and says a lot about his municipal management skills.
- He has a calm demeanor, is a genuinely kind person, and looks for solutions rather than pointing to problems or trying to cast blame.
- He has exhibited strong follow-through, particularly noticeable with some regional economic development issues that he has helped to move along.
- A challenge he faced with the Board of Selectmen was communicating with them in the way that the various members wanted him to communicate. Of course, that changes as the Board changes, so it is an ever-evolving process.
- He always tries to do what's right and fair.
- He is a very capable, competent, and experienced Manager/Administrator.
- He understands municipal management and knows what he is doing.
- He knows the nuts and bolts of municipal management very well. He is a skilled Town Administrator.
- He has an open-door policy and is always willing to listen to others.
- Tom knows how to help divergent groups work toward consensus.
- He works well with colleagues, residents, and volunteers.
- He is very personable and has a good sense of humor.
- People enjoy working with him.
- He is a good team builder and willingly recognizes staff accomplishments.
- He is supportive of employees and works to help them improve and succeed.
- He is a consensus builder and is considerate of other people's opinions and thoughts.
- Tom listens well and engages people in the conversation. He makes sure people's voices are heard.



**Kate Hodges**

**Finalist**

**Lancaster Town Administrator**



Kate I. Hodges

Stow, MA 01775

January 30, 2022

Mr. John Petrin, Senior Associate  
Community Paradigm Associates  
One Saddleback  
Plymouth, MA 02360

Dear Mr. Petrin,

Please accept the enclosed documents as my application for the position of Town Administrator for the Town of Lancaster. As my resume indicates, I currently serve as Deputy Town Manager for the Town of Concord. In this role, I provide strategic leadership and vision which directly supports the Town Government in planning and coordinating all municipal services and operations. I regularly direct and coordinate operations between Town Departments, Committees and various business groups, often acting as a liaison between Town Management and varying constituents. I possess a Master's Degree in Public Administration and Public Policy; I also hold several professional certifications including MA Certified Public Purchasing Official (MCPPO), Human Resources Certified Manager (SHRM-CM) and ICMA Credentialed Manager.

In addition to the administrative duties of my office, I also serve as Department Head for multiple town divisions including: Tourism and Economic Vitality, Facilities, Parks and Recreation, Human Services, Senior Services, Veteran's Affairs, Public Information, Parks and Playgrounds and Sustainability. As a member of the Town's Senior Management Team, I regularly coordinate projects and initiatives with both local and State officials. Currently, I am coordinating and overseeing several large-scale capital projects as the Town's Owners Project Manager which involves coordination with local and State agencies relative to permitting, stormwater management, easement and right-of-way access and historical preservation. As a Deputy Town Manager with varied complex and urgent duties, I have excellent organizational skills that enable me to meet deadlines and manage multiple projects simultaneously.

On a personal note, my family and I lived in the Town of Lancaster for many years before moving to Stow. My children attended Mary Rowlandson Elementary and went to daycare at Perkins Child Development Center. Our boys participated in youth soccer and baseball and made lifelong friends who remain residents of Lancaster. As a dedicated Nashoba family, we have maintained strong relationships and ties to community; my husband is currently the President of Nashoba Youth Football and Cheer and I assist the executive boards of both Nashoba youth football and lacrosse. The ability to understand and reflect upon the growth and changes in Lancaster over the years, I believe, offers me a unique perspective and understanding regarding the balance necessary in maintaining Lancaster's rural character while cultivating economic vitality, smart growth rates and sustainability town-wide.

I am dedicated to local government having been employed in the field for nearly two decades. I enjoy my position most when I am able to work with citizen groups to complete an important goal, project or initiative. I am an articulate, driven, and accomplished municipal manager. I value the role of the democratic process and truly feel that the actions of local government officials make the most meaningful and lasting impacts on our communities. I would appreciate the opportunity to meet with you and discuss my qualifications more fully.

Sincerely,

*Kate Hodges*

Kate I. Hodges

Kate I. Hodges

Stow, MA 01775

**EDUCATION:** Framingham State University  
MA, Public Administration & Policy

University of Massachusetts at Amherst, Commonwealth Honors College  
BA, Sociology & Women's Studies; Criminal Justice  
College of Social and Behavioral Sciences, Class Valedictorian

**EMPLOYMENT:**

**02/15 - Present      Town of Concord, MA, Deputy Town Manager**

Responsibilities include:

- Providing strategic leadership and vision which directly supports the planning and coordination of all municipal services, capital planning, personnel management, and strategic operations.
- Directing and coordinating projects and workflow among several Town Departments, Committees, and various business groups; acting as a liaison between Town Management and varying constituents.
- Designing, managing, and overseeing the Town's Capital Improvement Plan including budget projections, operational timelines, public bond authorizations, Town Meeting ratification and periodic financial reporting.
- Serving as project manager for varying Town Capital Project including, but not limited to: Public Works, Human Services, Parks and Recreation and Municipal Facilities. Organizing, budgeting, and maintaining project files for state and federal inspections; auditing records to ensure Town compliance with Massachusetts General Law Ch. 30B regarding public bid processes and record keeping.
- Functioning as Department Head for various Town Departments including Facilities, Parks and Playgrounds, Human Services, Public Information and Recreation. Serving as the Town's Grievance and Hearing Officer, Administrative Investigator, Union Mediator, and Access and Disability Coordinator.
- Developing, leading, and executing a variety of workforce-related functions including participating and leading collective bargaining sessions or other union matters, hearing and adjudicating formal decisions relative to workforce complaints or grievances; negotiating wages, classifications, and benefit packages. Conducting investigations involving confidential affairs and/or employee matters; recommending actions, including disciplinary, to appointing authorities, Town Counsel and/or the Personnel Board.
- Managing and overseeing several Town Departments and operations; supervising workgroups by developing individual and group/crew work plans. Outlining short term and long-term goals and objectives across broad divisional lines. Completing quarterly and annual performance reviews for staff.
- Representing the Town in conducting business with State, Federal and local agencies; directing and coordinating tasks required of Town Departments by state entities.
- Functioning as the Town's risk management officer by administering the Town's general and professional liability insurance program and builders' risk policy manager.

**04/08-02/15**

**Town of Littleton, MA, Director of Parks, Recreation and Community Ed.**

Responsibilities included:

- Managing and operating a comprehensive year-round Department partially funded by the Town and under the appointing authority of the Recreation Commission.
- Accounting for the Department's yearly operating and capital budgets including responsibilities for monthly reconciliation to the Town treasurer, posting and entering accounts payable into Town software systems and preparing quarterly reports for adoption and acceptance by the Commission and the Board of Selectmen monthly.
- Researching, applying for and executing all grants for Departmental renovations, land acquisitions, events and programs.

**LICENSES:**

ICMA Credentialed Manager (ICMA-CM)

Certified Public Purchasing Official, State of Massachusetts (MCPPO)

Certified Human Resources Managerial Professional: Society of HR Management (SHRM-CP)

ICMA High Performance Leadership Management Certificate

Certified Parks and Recreation Professional (CPRP)

**AFFILIATIONS:**

International City Managers Association (ICMA)

Massachusetts Municipal Managers Association (MMMA)

Massachusetts Municipal Association (MMA)

Society of Human Resources Management (SHRM)

New England Park Association (NEPA), Executive Treasurer, 2008-2017

**AWARDS:**

Women Leading Government Award Recipient, 2020

Recipient of MMA's Kenneth Pickard Municipal Innovation Award, 2019

Recipient of NEPA's Ray Ellerbrook Service Award, 2018

Recipient of NEPA's President Award, 2016



# Kate Hodges

## Reference Comments

*The following comments were provided by four references: a retired Town Manager of a Massachusetts community; a Chief Financial Officer of a Massachusetts community; the current Police Chief of a Massachusetts community; and a Select Board member and former chair of a Massachusetts community. All worked with the candidate in some capacity.*

- Kate Hodges has strong municipal management skills.
- She did a masterful job in handling a project that involved the acquisition of a land parcel for which a family gave the town first right of refusal but it was quite complicated involving federal and state regulations, conditions required by the family, and a use preference by a vocal group in town. She did an incredible job in balancing the varying priorities and finding a middle ground. We ended up with an affordable housing unit built on the edge of the property and a multi-use recreational area that everyone can use near the rail trail. Kate had to do a lot of public and political handholding, including getting it through Town Meeting.
- She is very good at working through complex problems.
- She is always well-prepared, and she has great follow through.
- Kate has a positive attitude, is enthusiastic, and persistent.
- She studies a problem and doesn't make snap judgements.
- She is strong and holds her ground well.
- She plays by the rules and ensures that others do, too.
- She knows how to juggle her responsibilities; she can set priorities.
- Kate worked with the Finance Director to craft the operating budget. They were the two leads on it. The new town manager gave her the responsibility of working with the Finance Director.
- Kate has very patiently worked to cultivate an understanding and develop a trust in others of the goals of the town in its move to now operate the local cable access station. Taking on the running of a television production station is no small feat and she has done well with it.
- She has high standards for herself and for others.
- She works hard and expects others to do the same.
- She has a strong moral compass; integrity really matters to her.
- The town's information officer reports to Kate. She has taken the town from an antiquated pace of sharing information to more current day. The town has an aging population, so sometimes the more modern methods aren't as popular with a lot of residents. She's had to include newer and older communication methods.
- Kate is a strong communicator – both written and oral. She makes informative presentations. Her reports are detailed.
- She will need to learn the pace and style of a new town, if she is selected. She likes to get things done and she'll need to know if moving fast works for the community or if a slower pace regarding progress is preferred. She can adjust to the community's needs.



- She sits in on negotiations during collective bargaining.
- Kate is skilled at consensus building and working differing groups toward compromise. She doesn't get rattled in tense situations and is able to help bring down the temperature in a room.
- She led a project in which an association wanted to donate beachfront property on one of our historic kettle ponds. The property had to be made ADA accessible, have parking added, hire staff to run it. There were state guidelines that had to be followed and Kate handled it all. It is a nice spot for the town now.
- Kate spearheaded the town-side facilities study. It was a long process with town study groups. They reviewed all the buildings, looked at what needed repairs and renovations, what would need replacement, etc., and created a long-term plan.
- She is very organized, sets clear guidelines, and holds people accountable.
- Kate enjoys working with groups and pulling people together to get things done. She has strong leadership skills while still being a part of the team. She is great at getting people together to work toward shared goals or a common cause.
- Her communication skills are quite strong. She is someone who really listens to what is being said by others and makes sure all voices are heard.
- She listens to stakeholders and brings those stakeholders together to reach consensus on issues.
- Kate likes to take on challenges. She views them as opportunities and strives to make the most of those opportunities.
- She knows how to build relationships and create alliances.
- She can deal with strong personalities whether it's one on one, in small meetings, open forums, or at Town Meeting. She makes sure she is armed with the facts. She is confident in answering questions.
- She is skilled at building a sense of community.
- Kate understands the job of a Town Administrator/Town Manager and is well equipped to fill that position and its responsibilities. She knows what she is doing and will be an asset to any municipality that is smart enough to bring her aboard.
- She is very supportive of her colleagues and strives to give employees the support they need to succeed in their roles. She is always willing to help if someone needs a hand or advice.
- Employees are comfortable with approaching Kate with a question or concern. She is a go-to person for them.
- I always feel better if I know Kate is leading the team or is even a member of the team as I have great confidence in her skills and abilities.





**Katelyn O'Brien**

**Finalist**

**Lancaster Town Administrator**



February 18, 2022

Mr. John Petrin  
Senior Associate  
Community Paradigm Associates

RE: Application for Lancaster Town Administrator

Dear Mr. Petrin,

I am writing to express my interest in the Town Administrator position posted on MMA's online job board. After reading the job description and researching Lancaster's opportunities and challenges, I am confident that I have the skills required to be successful in the role. I believe this opportunity not only complements my professional and educational background, but also leverages my expertise in strategic communication, policy development, program oversight and vendor management.

Throughout my career, I have had diverse roles with increasing scope and responsibility in municipal government. I am currently the Assistant Town Administrator/HR Director for the Town of Dover. I'm responsible for the planning, communicating, administering, and evaluating of town programs, processes, procurement, and various projects that unexpectedly arise in the day-to-day operations of a community. Prior to this position, I was an Economic Development Coordinator in which I coordinated town development processes leveraging an understanding economic factor, marketing techniques, and applicable laws and regulations to influence public and private investment decisions.

In addition to my strategic oversight, communication and program management abilities, I'm action oriented, thoughtful and enjoy working with others to achieve great results. The opportunity to use these skills in the Town of Lancaster would be a rewarding and exciting next chapter in my career. I hope to have the chance to further discuss my qualifications and demonstrate my strong interest in becoming part of Lancaster's team. Thank you in advance for your time and consideration.

Sincerely,

*Katelyn M. O'Brien*

[REDACTED]

[REDACTED]

# Katelyn M. O'Brien, MPA, MS

www.linkedin.com/in/katelyn-o-brien-mpa-ms-b716087

## Municipal Operations ♦ Communications ♦ Project Management

Experienced municipal manager who offers exceptional execution and leadership skills with the ability to propel organizational goals, policies, and metrics to a higher level. Track record of rallying organizations to deliver on their aspired mission and serving as a visionary that shapes strategies through a partnership with internal and external stakeholders including elected officials, private businesses, board members, government agencies and community leaders.

### CORE COMPETENCIES:

Strategy & Innovation | Program Management & Vision | Cross-Functional Alignment | Human Resource Operations  
Financial Planning & Budget Management | Operations Management | Stakeholder Engagement | Continuous Improvement  
Research & Reporting | Verbal & Written Communication | Procurement & Sourcing | Team Building & Leadership

## PROFESSIONAL EXPERIENCE

### Town of Dover, Dover, MA

Jan 2020 - Present

#### ASSISTANT TOWN ADMINISTRATOR, HR DIRECTOR

*Oversee and manage the daily operations of a community of 6,000 residents with a \$39M budget and 140 employees.*

- Direct the planning, communicating, administering, and evaluating of town programs, functions, services, contracts, and projects
- Manage operations and execute projects focused on communication, community development, improved efficiencies, town services
- Managed the creation and implementation of a new website, social media channels, social media policy, and a communication plan. Responsible for all Town-wide communications
- Build effective professional relationships with a wide variety of stakeholders, including town volunteers, elected officials, community leaders, contractors, staff, and senior management
- Responsible for all Town procurement; successfully completed two MCPPO courses, will complete certification in July 2022
- Oversee all HR related functions for the Town, including hiring, collective bargaining, onboarding, benefits, and recruitment; promote a high-performance town organization through hiring, developing, and retaining high-caliber employees

### Town of Westborough, Westborough, MA

Mar 2018 - Jan 2020

#### ECONOMIC DEVELOPMENT COORDINATOR

*Coordinated town development processes leveraging economic factors, marketing techniques, and applicable laws and regulations to influence public and private investment decisions.*

- Acted as the main liaison between business owners and town departments to ensure a smooth and efficient permitting process
- Performed a variety of community relations activities, meeting with representatives of other public agencies, individuals or groups in the development or promotion of the town's economic development efforts and interests
- Conducted outreach to current and prospective Westborough businesses looking to relocate and or expand in Town
- Collected, compiled, and analyzed data for projects related to the development and operation of the town's multi-faceted economic development efforts inclusive of preparing related policy actions related to current economic development issues.
- Assisted in planning such events and projects like the EDC Annual Year in Review & Celebration, The Holiday Stroll, and the Downtown Beautification project
- Other responsibilities include administering the Small Business Grant Assistance Program, providing technical support and follow up action to the Economic Development Committee and managing the EDC's website and social media outlets

### Town of Foxborough, Foxborough, MA

Oct 2016 – Mar 2018

#### COMMUNITY INFORMATION SPECIALIST

*Served as the communication liaison for the Town Manager and Board of Selectmen, working with department heads, boards, committees, state and federal government, residents, and the media.*

- Generated innovative and creative content across social media platforms to promote community and town Information; designed engagement and communications metrics to evaluate the effectiveness of the strategies put in place
- Designed and implemented technology solutions as needed to streamline resource sharing and communication plans
- Served as media contact for the Town; drafted press releases, maintained media list, and successfully represented the town in a professional manner with a consistent voice and message when communicating w/media and public
- Successfully implemented the rollout of the online meeting software BoardDocs in Dec. 2016; maintained all the BOS's agendas, documents, policies, and meeting minutes through BoardDocs; attended meetings and took minutes

**Town of Wayland, Wayland, MA**

**Oct 2015 - Oct 2016**

**HR ASSISTANT**

*Partnered with management in the efficient operation of the Administrator's office and HR Department for a town of 14,000.*

- Assisted with safety and salary administration, labor relations and collective bargaining, employee recruiting, hiring, and training; ensured compliance with all applicable federal, state, and local labor and employment laws
- Encouraged cross-functional cooperation, learning, initiative, and collaboration among departments with support from the management team to develop leadership skills and retain talent
- Served as point of contact for employees, Department Heads, Board of Committee members, vendors and general public
- Managed and created the Town's website and social media presence (Facebook and Twitter), including monitoring, updating and responding to all inquiries in a timely matter
- Created Town's Social Media policy. Member of Town's Emergency Communications Team

**Massachusetts Municipal Association, Boston, MA**

**Apr 2010 - Oct 2015**

**ASSISTANT EDITOR - COMMUNICATIONS & MEMBERSHIP DIVISION**

*Member of the communications team for a non-profit organization that works to help city and town officials work together on advocacy and developing policy.*

- Responsible for writing and editing articles for MMA's website and monthly publication *The Beacon*; assisted in writing and editing for the quarterly publication *The Advocate* and the annual publication *The Directory*
- Created MMA's first social media strategic plan and managed Twitter account.

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**EDUCATION**

**Suffolk University, Boston, MA**

*Master of Public Administration (MPA)*

*Master of Science (MS) in Political Science*

**The George Washington University, Washington, D.C.**

*Bachelor of Arts (BA) in Political Science*

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**OTHER CREDENTIALS**

**Professional Development & Affiliations:**

- Annual Meeting – Massachusetts Municipal Association
- Boot Camp for New Managers/Administrators - Massachusetts Municipal Association
- MMA/Suffolk Municipal Finance Management Seminar – Massachusetts Municipal Association/Suffolk University
- MMHR Labor Relations Seminar, HR101 Boot Camp – Massachusetts Municipal Association
- Chair, Diversity and Inclusion Committee – Town of Westborough, MA
- 2019 - Member of MetroWest Visitors Bureau Board of Directors

**Technical Skills:**

MS Office, Google Workspace, CivicPlus, CANVA, Joomla!, Drupal, MUNIS, Hootsuite, Facebook, Twitter, Instagram, LinkedIn, and YouTube

# Katelyn O'Brien

## Reference Comments

*The following comments were provided by four references: the Town Manager of Foxborough; the former Assistant Town Manager of Foxborough; a department head in a Massachusetts community; and Principal of a website consultancy. All worked with the candidate in some capacity.*

- Katelyn O'Brien excels in relation to people skills. She is easy to talk to, always has time for you, and is considerate, thoughtful, and approachable.
- She brings important leadership skills and is a consensus-builder.
- Katelyn currently has a broad scope of responsibilities, including human resources and website management, in our small town. Even though she is very busy, I have never seen her say, "Can we do this later?" or "I don't have time."
- Katelyn takes the lead on the town website. She has created a strong team around this project. She knows how to facilitate successful teamwork and how to work independently.
- She has good synchronicity with people and encourages them to want to do well.
- Katelyn is an excellent communicator who is effective at bringing people together and moving objectives forward.
- Her key strengths are that she is kind, smiling, considerate of others, and cares a great deal about both people and her work.
- Katelyn understands small towns and their needs, and she will bring the experience of working in one to Lancaster. She is used to working on a small staff where there is less staff to get the job done.
- Katelyn is a person who will pitch in. She leads by example and will dig in and encourage others to dig in with her. She works very hard at finding compromise when necessary. She is used to working across the spectrum to accomplish goals.
- She has been tasked with big projects ranging from website development and upgrades to personnel research and classifications. She is often the liaison between what the town employees are trying to accomplish and the Select Board. She balances these roles nicely; she is approachable, and she communicates well and gets the job done.
- I have seen Katelyn's success specifically on her project to realign limited Town Hall space to operate more functionally. In this project, she has brought people together by listening to concerns to find common ground, and making constrained spaces work better for all people.
- She is thoughtful and considers all factors in her decision-making.
- Katelyn will fit in well in a small town as she has a sense of what small towns need and already has experience in one.
- I wholeheartedly recommend Katelyn even though it means we will lose her.
- She is a very warm and kind person who employees and the community will be comfortable with; but she isn't afraid to take on the hard stuff.
- Katelyn has great energy and has a way of making people feel connected.
- She is warm and inviting; but also has no issue making decisions and following through on them. Katelyn is nice and respectful; but so much more. She is equally respectful to the person in front, to those who support her, and to the mission of the town.
- Katelyn's municipal understanding is strong; and she respects the process that we must abide by in municipal government.



- She is a forward thinker who is committed to following best practice in her project management. Katelyn is one of the most responsive, productive, and collaborative people I have worked with.
- She is smart. I hold Katelyn in the highest respect. I highly recommend her as a leader.
- Nothing about her communication is ever missed. Katelyn is very clear, concise, and prepared. She has clear expectations and goals even in the smallest things.
- Katelyn is very methodical and prepared. She makes it easy for others to understand what she is asking and to deliver on their responsibilities.
- She has been the leader on the town of Dover website project. She made my job easy as the consultant. She is very informed, realistic, and responsive; and exceeded my expectations during our time together on this project.
- There was never an "I forgot to get back to you." Everything I asked; I have gotten the best and most thoughtful answer from Katelyn. She goes the extra mile to provide the best for the town.
- I am not always easy to please; and Katelyn exceeded my expectations.
- Katelyn is excellent at responding to and supporting the Select Board.
- Her preparedness and delivery are outstanding. Katelyn is likeable and inspires respect.
- She has a strong work ethic and works diligently alongside those she is assigning tasks to. You can count on her. She is solid, informed, and methodical.
- Katelyn has tact and diplomacy. If Katelyn is at the top, the rest of the organization, their output, attitude, and success will follow. She sets that tone and is the leader who works with you, not over you.
- Katelyn is a consensus builder. She inspires others to want to deliver, commit, and do well.
- Katelyn has an acute awareness of the need for inclusion. When I discuss ADA compliance for the town website, she listens and takes the responsibility for diversity and inclusion very seriously.
- She is not afraid to do hard things and do them well.
- Katelyn sees the difference that a leader can make and wants to be that difference.
- She first came to Foxborough as an administrative assistant and then we hired her as community information specialist. When we redid the HR policies, she dealt with the boards and committees and really helped me move the project forward.
- Katelyn has strong policy knowledge and sees the big picture. She follows what's happening in federal and state government. She's very policy driven.
- She is very composed; I've never seen her get riled.
- We had Katelyn handle our social media when we first got started with it in Foxborough. She has good communication skills; she'd post on Facebook and Twitter, and write the first drafts of some of our memos and press releases.
- She has the right tools and has a strong interest in local government. She has been working toward gaining the building blocks for a strong foundation and understanding.



**Kendrys Vasquez**

**Finalist**

**Lancaster Town Administrator**





**KENDRYS R. VASQUEZ**

| [REDACTED], Lawrence, MA 01841

| Mobile: [REDACTED]

| Email: [REDACTED]

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January 7th, 2022

Dear Members of the Select Board:

I am submitting my résumé to the Select Board for consideration for the Lancaster Town Administrator position. I have the necessary experience and disposition to serve during transitional time.

During one of its most challenging times in history I had the honor to serve as Interim Mayor of the City of Lawrence after the sudden resignation of the former mayor. I provided a strategic vision to address the struggles the city faced, as we were still recovering from the Columbia Gas Explosions of 2018 and living in the middle of a global pandemic. During my tenure I presented a balanced budget for the new fiscal year, led vaccination efforts for all residents and oversight for the construction of 2 new schools and a police headquarters. In addition, I served for 10 years as a member of the Lawrence City Council as Chairman of the Budget and Finance Committee and City Council President.

Enclosed is the résumé you requested for your review. I appreciate your time and consideration in reviewing my credentials. I have the business acumen and political background that suits Lancaster's agenda to grow as a community. I welcome the opportunity to come before the board and discuss the Town Administrator position.

Sincerely,



Kendrys R. Vasquez  
(978) 902-8676



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## PROFESSIONAL EXPERIENCE

### CITY OF LAWRENCE

Lawrence, MA

#### *Interim Mayor*

Jan. 2021 to Nov. 2021

Served as Interim Mayor of the City of Lawrence with a population of 89,000+ residents, 26 Department Heads, 1200+ city employees and 2300+ school employees. Annual operating general account budget of \$346 million, 3 enterprise accounts and 5 years Capital Improvement Budget of over \$200 million.

#### COVID19 Community Response

- Increased testing capabilities and vaccine accessibility for all Lawrence residents in collaboration with local hospital and health care clinics.
- Opened first multilingual call center and first vaccine pre-registration program in the Commonwealth of Massachusetts.
- Vaccinated 83.3% of the eligible population and 98.5% of residents over the age of 50.

#### Economic Recovery

- Eliminated unnecessary barriers for small businesses by streamlining the process to obtain a business certificate from 6-8 weeks to 24 hours.
- Allocated additional funding as an economic stimulus for businesses that did not qualify for SBA or PPP loans.
- Extended and offered additional funding for childcare opportunities to help ensure Lawrence residents were able to get back to work.
- Expanded the restaurant initiative to 28 local restaurants to offer culturally relevant and nutritional meals to our elderly, individuals with disabilities and most needed population.

#### Quality of Life

- As City Councilor voted for the construction of the new Oliver School and new Police Station Headquarters and as Interim Mayor approved its financing and oversaw the initial discussions for construction.
- Amended the Senior Statutory Tax exemption to increase the number of Senior Citizens who could participate and increased the exemption amount to \$750 per year.
- Provided necessary funding to the Department of Public Works to beautify the city and the Recreation Department to offer additional recreational opportunities for youth and elders in our city.

#### *City Council President & Councilor District C*

Jan. 2012 - Jan. 2022

One of nine members of the legislative body of the City of Lawrence. Determine the governing policies of the City by enacting ordinances. Adopt the annual city budget to guide expenditure and revenue. Appropriate funds to operate the City Government. Affirm appointments to boards, commissions and various committees presented by the Mayor. Provide constituency service to residents of the District

- Introduced several city ordinances to improve the quality of life of residents in the city.

- Led the hiring process for City Attorney and Assistant City Attorney and started the process for the hiring of City Clerk before becoming Interim Mayor.
- Served as a member of the Budget and Finance Committee (Chair), Ordinance and Intergovernmental Relations Committee (Vice-Chair), Personnel Committee (Chair) and Public Safety Committee.
- Established the temporary City Charter Review Committee to conduct the decennial charter review process.

### **MI CASA ADULT DAY HEALTH CARE CENTER**

Lawrence, MA

#### ***Program Director***

*Aug. 2017 to Nov. 2020*

Oversee the coordination and administration of all aspects of Mi Casa ADHC, including, but not limited to, fulfilling all requirements under the Department of Public Health Licensure of Adult Day Health Programs. Ensure that contractual conditions from the local Aging Service Access Point (Elder Services of the Merrimack Valley) and Senior Care Option are met. Hiring, management, direction, supervision and evaluation of personnel. Fiscal administration of the program. Implementation of quality assessment and performance improvement programs. Establish collaborative relationships with community services to ensure that necessary support is available to participants and their families. Established and supported the Participant and Family Advisory Council which served to offer guidance and recommendations for the program. Develop and implement an ongoing, program-wide, data-driven Quality Assessment and Performance Improvement (QAPI) program.

### **ADULT FOSTER CARE OF THE NORTH SHORE**

Gloucester, MA

#### ***Case Manager***

*Aug. 2014 to June 2017*

Schedule and conduct monthly home visits to program caregivers and clients. Provide on-going training to caregivers about their responsibility. Assist in translation services when necessary to ensure Spanish speaking families receive accurate information from the agency. Assist in outreach efforts by attending community events to help with the marketing of the program. Maintain open communication with the Department of Developmental Services to ensure clients' needs are met. Ensure caregiver logs were properly filled.

### **CLASS, Inc./ARC OF GREATER LAWRENCE**

Lawrence, MA

#### ***Care Manager***

*Aug. 2012 – Aug. 2014*

Responsible for the initial intake and ensuring that the AFC application is complete. In charge of scheduling and conducting home visits for each caregiver and member, assess AFC members' needs, participate in the development, implementation and review care plans with the nurse, provide caregiver support and training, complete Care Management Progress Notes with each home visit ensure AFC member and AFC Caregivers' files remain up to date.

#### ***Recreation Coordinator***

*Oct. 2008 – Aug. 2012*

Oversee and evaluate year-round recreational and social programs and develop relationships with community organizations. Compose marketing material for programs and events and represent the agency at several community fairs and network meetings. Work cooperatively with families to identify need area and assist in developing a network of community resources. Supervise Volunteers.

## **EDUCATION**

**MERRIMACK COLLEGE**, North Andover, MA  
**Bachelors of Arts in Political Science and Communication Studies**  
**Non-Profit Management Professional Certificate**

## **ACHIEVEMENTS**

- Latino 30 Under 30 2017 by el Mundo Boston
- 100 Powermeter 2017 - listed as one of the 100 most influential latinos in Massachuettts
- Community Champion 2013 by the Arlington Community Trabajando, Inc.
- Inductee of the *Dominican List 2012* by the Dominican American National Roundtable.
- Awarded the “Premio Nacional de la Juventud – Joven Dominicano Destacado en el Exterior 2012” by the Ministerio de la Juventud, Dominican Republic.
- Award-winning *Young Leader of Today*, by the Congressional Hispanic Caucus Institute.
- 2006 and 2007 Monster Diversity Leadership Program participant.
- Received the 2005 and 2006 *Exploring Leadership Certificate*.
- Awarded the 2005 *Merrimack College Outstanding Leader of the Class*.
- Recipient of the ‘Accept The Challenge’ Scholarship.

# Kendrys Vasquez

## Reference Comments

*The following comments were provided by four references: a City Councilor in Lawrence, Mass. and former Vice President of the Mass. Municipal Councilors Association; former DPW Director in Lawrence; the state Representative for the Mass. 16<sup>th</sup> Essex district; and the Chief Administrator and Finance Officer for Lawrence. All worked with the candidate in some capacity.*

- I first met Kendrys Vasquez when he was still in college. I felt, even at that young age, he represented himself very well. He is mature and passionate about his work. We have served together on many cultural and municipal committees to improve Lawrence and to bring back values that had been forgotten.
- Kendrys is a great leader because he cares so much about what he is doing. He always looks out for the interests of the community.
- As the interim Mayor, Kendrys effectively led the COVID responses and vaccination campaign. He was successful because he was sensitive to cultural differences and has brought the city together during the pandemic.
- Kendrys has also been involved in a group to educate and reduce domestic violence in the Lawrence community. He generously gave his time and leadership skills, and participated in the conversation, to get involved to bring male perspective. He has worked tirelessly to share the importance of reducing domestic violence.
- While serving together on the Lawrence City Council, I observed Kendrys' leadership skills on many occasions. Even when we disagree, Kendrys was always fair to consider what was brought to the table.
- He listens well, can put things in perspective, and make a fair determination that is most beneficial to the community.
- As the City Council president, Kendrys always put the good of the community first even if it had a negative political repercussion for him.
- While Kendrys served as the interim Mayor of Lawrence, he put the people first. It wasn't about politics.
- He will bring to Lancaster the understanding that the local community is the most important part of municipal government.
- Kendrys is excellent at confronting challenges and pursues best practices.
- He also has experience working with municipal government entities, including elected and appointed officials as well as local police, fire, and public safety. He was on top of public safety for Lawrence and challenged the system to overcome obstacles and help the city.
- Kendrys has set up union contracts many times successfully with no issues, even negotiating with the most challenging unions. He is willing to listen and find compromise.
- He is very well rounded, and a good listener who can have a conversation. He does not think it's one way, or only his way. He is open to the conversation, the dialogue, the compromise, and to finding a solution outside the box.
- Kendrys is present. He is passionate about and dedicated to his job. This sets him apart.
- In Lawrence, Kendrys has led many important projects that have improved the city including recycling, retirement liability planning and forecasting, and improving infrastructure using ARPA funding.
- Kendrys puts together an effective budget with creative ideas to help solve issues, improve government and residents' quality of life.



- Kendrys will be a plus for any municipality that has the opportunity to employ him; and he is an excellent candidate.
- When Kendrys became a Lawrence Councilor, he made significant improvements to administration. He worked hard and well. He is a good listener. When he had concerns, he would listen to me as a department head and work together to make improvements.
- Kendrys served as the Council president multiple times, which shows he has leadership among his colleagues and the community. He was a leader and mature even as one of the youngest Councilors in city.
- He is very active and committed to his work and “all in” for the community.
- Quiet and thoughtful, Kendrys is also adept at making decisions and putting solutions into place that work. He is firm when he believes in an idea.
- I was the director of public works when he took office as Interim Mayor. When the first snowstorm was about to happen, he wanted to know what the plan would be. He called together all parties involved in snow operations. This had never happened before. As Mayor, he wanted to be informed and to actively help improve snow operations. He brought a simple solution that made a huge difference to the issue of parking bans. Kendrys suggested we create an information flyer to place on cars, in neighborhoods, and other places to inform residents about snow parking bans ahead of time. His simple idea lowered the number of tickets and towing and improved our relationship with the community.
- He is very ethical. If something doesn't feel right or comfortable, he will call the city attorney and other resources to get advice. Kendrys always looks to do the right thing.
- Kendrys is focused on making improvements and actively guiding the city. We had weekly department head meetings with an opportunity to share concerns. He was involved and supportive of me and was active, available, responsive, and sensitive to confidential matters.
- On Fridays, as the Interim Mayor, Kendrys had an open door, no-appointment-needed time for community members to meet with him.
- Kendrys will engage with departments and be involved. He will not just sit in his office and read a report. With me, he has gone so far as to jump in the car, drive around the city and visit public works sites and construction projects. He will be a visible presence.
- He will work with public safety. At one of our police days, he went above and beyond to bring coffee and doughnuts. Kendrys does the small things that go a long way.
- Kendrys looks for ways to help for each department succeed and be effective for the community.
- He is very detail oriented, articulate, and respectful of others. He was very hands-on, participating in ratings calls, crafting the budget, determining needs regarding water and sewer projects, working with the school department on two school building projects, etc. We worked to find a way to be able to use some ARPA funding for one of the school projects which is allowing that project to go forward.
- Kendrys was heavily involved with the city budget for years as chair of the Budget Finance Committee. He has been very involved in helping to change the way the city worked to resolve some significant fiscal issues.
- He is very intelligent and passionate about community. He listens to people and is enormously talented. Kendrys understands municipal finance, community service and engagement, community and economic development, and the importance of communication. He would transition well to a smaller community.
- Kendrys is highly motivated, energetic, organized, and disciplined. He makes sound decisions and is a good leader. He is highly capable.

