

SELECTMEN’S MEETING AGENDA*

Donn B. Griffin Room, Town Hall

732 Main Street, Harwich, MA

Regular Meeting 5:00 P.M.

Monday, July 27, 2020

REMOTE PARTICIPATION ONLY

OPEN PUBLIC FORUM – NEW STEPS – PLEASE READ

1. First, send an email to comment@town.harwich.ma.us (send emails at any time after the meeting agenda has been officially posted)
 - a. In the subject line enter “request to speak, your name”
 - b. In the body of the email please indicate which specific agenda item you wish to speak on.
No further detail is necessary.
 2. The meeting will close to new attendees promptly at the scheduled start time for the meeting, generally 6:30pm. It will remain closed to new attendees until agenda items with scheduled speakers are reached. This is to minimize interruptions. You may join prior to (6:30) or when the meeting has been opened up. You may participate using your computer and the GoToMeeting interface or simply using your phone. Connection information can be found below.
 3. After the Chairman has opened the floor to those wishing to speak callers will be taken in the order the emails are received.
Use *6 to mute and unmute your phone
- When you join the meeting by phone you should turn off Channel 18 or your computer if streaming the meeting.

Please join my meeting from your computer, tablet or smartphone.
<https://global.gotomeeting.com/join/128809029>

You can also dial in using your phone - United States: [+1 \(872\) 240-3212](tel:+18722403212)
Access Code: 128-809-029

I. CALL TO ORDER

II. PLEDGE OF ALLEGIANCE

III. PUBLIC HEARINGS/PRESENTATIONS

- A. Will be Continued - vote to approve the transfer of the seasonal, all alcohol liquor license from Go Industries, Inc. DBA Perks, Taylor Powell, Manager to Lucky Labrador, Inc. DBA, Taylor Powell, Manager – 545 Route 28, Harwich Port

IV. WEEKLY BRIEFING

- A. COVID-19 Update
 - a. Emergency Order for Face Covering

V. OLD BUSINESS

- A. Town Administrator Interviews:

5:15 pm – 6:00 pm	Joseph F. Powers
6:05 pm – 6:55 pm	Cathy Ann Viveiros
6:55 pm – 7:40 pm	Kenneth Gray
7:45 pm – 8:30 pm	Thomas M. Guerino

VI. DISCUSSION AND NEXT STEPS

VII. ADJOURNMENT

**Per the Attorney General’s Office: The Board of Selectmen may hold an open session for topics not reasonably anticipated by the Chair 48 hours in advance of the meeting following “New Business.” If you are deaf or hard of hearing or a person with a disability who requires an accommodation contact the Selectmen’s Office at 508-430-7513.*

Authorized Posting Officer:

Posted by: _____
Town Clerk

Patricia Macura, Admin. Secretary

Date: _____
July 22, 2020



**Town of Harwich
Board of Health**

732 Main Street Harwich, MA 02645
508-430-7509 – Fax 508-430-7531
E-mail: health@town.harwich.ma.us

DECLARATION OF PUBLIC HEALTH EMERGENCY ORDER

Whereas, the Board of Health is concerned that as summer approaches and visitors return to Harwich the combination of large crowds and narrow roads and sidewalks will make it difficult to maintain social distancing as required by Governor Baker's Face Covering Order, dated May 1, 2020.

Now, therefore, the Board of Health adopts the following Emergency Order:

Any member of the public utilizing Route 28, between Lower County Road and Bank Street between 9 am and 10 pm, must wear a face covering at all times over their nose and mouth and must exercise social distancing, whenever possible, in accordance with Governors Bakers Order, dated May 1, 2020, effective May 6th, *Order Requiring Face Covering in Public Places Where Social Distancing is Not Possible.*

Face coverings required by this Order may be removed for the consumption of food and or drink only when the consumer is practicing appropriate social distancing from persons not of their immediate family unit.

Violations of this Order may result in the following enforcement action/fines:

- 1) In the case of a first violation, a written warning shall be issued;
- 2) In the case of a second subsequent violation a fine of one hundred dollars (\$100.00) shall be assessed.
- 3) In the case of a third or subsequent violation a fine of three hundred dollars (\$300.00) shall be assessed.

Each day, or portion thereof, of non-compliance with any provision of this Order shall be deemed a separate violation hereunder.

Non-Criminal Disposition: Violations of any provision of this Order may be enforced by noncriminal disposition, as provided in Massachusetts General Laws, Chapter 40, Section 21D, or by any other lawful means.

Enforcement of this regulation shall be implemented by the Harwich Board of Health or its designated agents, (including Town of Harwich Police Officers).

This Emergency Order shall be effective beginning Thursday, July 23, 2020 at 12:01AM and remain in effect until notice is given, pursuant to the Board of Health's judgement that the Order is no longer necessary.

ORDERED on this Day July 21, 2020

HARWICH BOARD OF HEALTH:

Pamela Howell, Chairman
Sharon Pflieger, Vice Chairman
Ronald Dowgiallo, Member

Joseph F. Powers
15 Katies Pond Lane
Harwich, MA 02645

May 20, 2020

Chief Norman Clarke
Chair, Town Administrator Search Committee
732 Main Street
Harwich, MA 02645

Dear Chief Clarke:

I hope this letter finds you and your fellow committee members well. I have enclosed for your review a completed Town of Harwich application and my resume along with this cover letter for your consideration as you conduct a search for Town Administrator for the Town of Harwich.

As the acting Town Administrator, I have been able to draw upon my extensive experience in municipal government, to navigate the challenges that the Town has faced in the past year. My knowledge of municipal finance, budgeting and the town meeting process served me well in developing an operating budget that started with a deficit of \$1.8 million from the previous year.

My leadership skills, developed over the past thirty years of municipal government service, including serving as a member of a Board of Selectmen, former Chair of a School Committee, Moderator presiding over representative town meeting and many years as a Town Clerk, have guided me developing strategies in response to the present global pandemic.

Beyond responding to deficits and disasters, I am confident that I can provide a vision for the Town of Harwich for the brighter days which certainly lay ahead of us.

I welcome the opportunity to meet with your committee to articulate this vision and demonstrate why I believe I can continue to make an immediate, positive impact for the residents and taxpayers of the Town of Harwich as the next Town Administrator.

I wish you well in your search process.

Sincerely,



Joseph F. Powers



Town of Harwich ~ Employment Application

732 Main St. Harwich, MA 02645

Telephone (508) 430-7513 Fax (508) 432-5039

An Equal Opportunity Employer

PLEASE READ BEFORE FILLING OUT THIS APPLICATION

It is the policy of the Town of Harwich to afford equal employment opportunity to all qualified persons regardless of race, color, religion, national origin, age, military status, sexual orientation, disability, or gender, except where age or sex is a bonafide occupational qualification as allowed by the Civil Rights Act of 1964.

To be sure that your application is properly evaluated, all questions should be answered clearly, completely and accurately.

If you need more space, please attach a separate sheet.

Please print clearly in black or blue ink. Also, "see resume" is not acceptable in any field.

Please attach resume and letter of interest if required.

I. CONTACT and PERSONAL INFORMATION

DATE May 20, 2020

Name Powers Last Joseph First Francis Middle

Address 15 Katies Pond Lane Harwich, MA 02645-2539
Number Street Town State Zip Code

Mailing Address Same as above
(If different) Number Street Town State Zip Code

() Telephone (781) 706-7807 Cell Phone josephfpowers68@gmail.com Email Address

II. POSITION APPLYING FOR (Please specify position title): Town Administrator

Are you able to work the days and hours identified in the advertisement? YES NO If no, please explain _____

If application is for seasonal work, what is the last day you are available? Please be specific. _____

Referral source (check one): Newspaper Ad Online ad Employee Relative Bulletin Board
Walk-in Employment Agency School Town Website Other

Have you worked for the Town of Harwich before? YES NO

If yes, Dates of Service: From: 05/20/2019 To: Present Please list department(s) Administration Department

Is the salary/wages offered acceptable to you? YES NO

III. LICENSES (Please list all licenses you possess that are relative to the position you seek). A valid license is a condition of employment, where required.

Do you have a valid driver's license (Class D Auto)? Yes No If yes, enter expiration date 04/10/2024
Do you have a valid CDL License (Class A or B)? Yes No If yes, enter expiration date _____
Do you have a valid Hydraulic license? Yes No If yes, enter expiration date _____

What other valid licenses or certifications do you possess (job related)? _____

IV. OFFICE SKILLS (If applicable).

Check the column that you feel best describes your knowledge and specify software products:

	<input checked="" type="checkbox"/> Beginner	<input checked="" type="checkbox"/> Intermediate Level	<input checked="" type="checkbox"/> Advanced Level
Knowledge of Word Processing	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Knowledge of Spreadsheets	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Knowledge of Databases	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Automated Accounting System Knowledge	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Bookkeeping Knowledge	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Transcription Ability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shorthand/Speedwriting Ability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

V. EDUCATION

School	Name, Address, City, State	Number of Years Attended	Degree Awarded
High School	Braintree High School, 150 Town Street, Braintree, MA	4	Diploma
College	University of Massachusetts at Boston, Boston, MA	2	BA
Graduate School	Emerson College, Boston, MA	3	MA
Trade, Business, Night Courses			
Military Service, Other Training			

VI. SPECIAL SKILLS.

Please list any other skills or abilities you feel are relevant: _____

VII. PRE-EMPLOYMENT REQUIRMENTS. All offers of employment are conditional upon the satisfactory completion of a pre-employment requirements, including, but not limited to:

- A. Drug Testing
- B. Physical
- C. CORI and SORI check
- D. Confirmation (if Applicable)

VIII. EMPLOYMENT OF MINORS.

The Town of Harwich is subject to certain child labor provisions regarding the employment of persons under the age of 18. Further, an Employment Permit or Education Certificate may be required, depending on you age.

Are you over age 18? YES NO If no, please indicate your age:

IX. IMMEDIATE FAMILY.

IMMEDIATE FAMILY WORKING FOR THE TOWN OF HARWICH

Please disclose any immediate family members, including those related to your immediate family by marriage, who are employed by the Town of Harwich. You are required to complete the information below. "Immediate family" is defined as a spouse, child, parent, and sibling; and the spouse's child, parent and sibling. Include those employed in all branches of town government; and those employed as regular or contract employees, or elected officials. This "sunshine disclosure" is intended to ensure that the citizens of our town have full confidence in their government and its hiring process. The disclosure will not be used to exclude any qualified applicant seeking a position from receiving full consideration based on the merits of his/her credentials and the requirements of the job. Attach additional pages if needed.

Name of Relative	Relationship	Title of Relative's Job	Department

X. EMPLOYMENT and VOLUNTEER HISTORY. (Please do not write, "see resume". A resume may not be substituted but may be included as a supplement.) Please account for the last 4 position you have held. Start with your present or last employer. You may include military service and any verifiable work performed as in intern or volunteer.

The Town of Harwich () may or () may not contact my present employer.

Employer Town of Harwich	Address 732 Main Street
Telephone (508) 430-7514	Title Interim Town Administrator
Supervisor Larry Ballantine, Chair, Board of Selectmen	Dates Worked 11/18/2019 to Present
Reason for Leaving Not leaving	

Description of Primary Duties:
 Responsible for the day-to-day administration of the town's municipal operations; overseeing an operating budget of \$69M and more than 300 active, permanent employees.

Employer Town of Harwich	Address 732 Main Street
Telephone (508) 430-7514	Title Assistant Town Administrator
Supervisor Larry Ballantine, Chair, Board of Selectmen	Dates Worked May 20, 2019 to Present (became Interim TA on 11/18/19)
Reason for Leaving Not leaving; serving as Interim Town Administrator	

Description of Primary Duties:

Assists the Town Administrator with the professional, administrative and daily operations overseeing the performance of
Community Development and Community Services department heads.

Employer Town of Wellfleet	Address 300 Main Street, Wellfleet
Telephone (508) 349-0300	Title Assistant Town Administrator/Town Clerk
Supervisor Daniel R. Hoort, Town Administrator	Dates Worked April 2018 to May 2019
Reason for Leaving Career advancement	

Description of Primary Duties:

Senior manager responsible for general town administration, town planner, human resources, water system management
Town Clerk - responsible for all statutory requirements related to Town Clerk including elections, vital records and census.

Employer Town of Wellfleet	Address 300 Main Street, Wellfleet
Telephone (508) 349-0300	Title Town Clerk
Supervisor Daniel R. Hoort, Town Administrator	Dates Worked August 2014 to April 2018
Reason for Leaving Promotion	

Description of Primary Duties:

Town Clerk - responsible for all statutory requirements related to Town Clerk including elections, vital records and census.

XI. PROFESSIONAL REFERENCES

PROFESSIONAL REFERENCES (Not Personal):

List 3 people not related to you who we may request comment on your work performance and/or experience.

NAME	ADDRESS	PHONE	OCCUPATION	YEARS ACQUAINTED
Patrick M. Brophy	133 Queen Anne Rd, Harwich	(508) 432-6519	Program Mgr	5
Ronald L. Fiset	71 Birch Drive, Harwich	(774) 836-5299	Ret. Police Chief	5
Daniel R. Hoort	Town of Wellfleet	(508) 349-0300	Town Administrator	4

**RELEASE AND CERTIFICATION
PLEASE READ BEFORE SIGNING**

I understand that acceptance of this application by the Town of Harwich does not imply that I will be employed.

The information that I have provided is true and complete. I understand that misrepresentation or omission of any fact in my application, resume, or in any other materials or as provided during interviews, can be justification for refusal of employment or can be justification for termination from employment, if employed.

I understand that any offer of employment that I receive from the Town of Harwich is contingent upon my successful completion of the pre-employment screening process including but not limited to the Town of Harwich receiving satisfactory references, a satisfactory criminal history and Criminal Offense Record Inquiry (CORI) if required, satisfactory verification of driver's license, successful confirmation vote or certifications where required and satisfactory completion of any required post-offer pre-employment drug test or physical examination.

In processing my application for employment, the Town of Harwich may verify all of the information provided by me concerning, among other things, my prior employment or military record, education, character, general reputation and personal characteristics.

I authorize the Town to take whatever steps deemed necessary to obtain information regarding my qualifications for employment including contacting my present and former employers, by contacting individuals listed as business, educational or personal references, and by contacting other individuals to provide or further clarify information about me. The Town of Harwich will also check credit history for applicants with financial responsibilities.

I hereby release my present and former employers and all individuals contacted for any information about me from any and all liability for damages arising from furnishing the requested information.

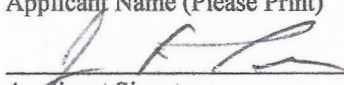
If employed by the Town of Harwich, I understand that as a condition of employment, I may be required to furnish additional or updated medical information, that I may be required to undergo a physical examination, that I may be subject to drug and/or alcohol testing, that the Town may require a Criminal Offense Record Inquiry (CORI check) or Sexual Offense Record Inquiry (SORI) on me, investigate my driving record or verify my license(s) or certifications(s) as required for employment at any time during my employment. As a condition of employment an employee may be required to provide additional or updated information especially if this employee has been on workers compensation and may require both drug testing and an employment physical in order to allow us to have the necessary information for making a proper decision or reasonable accommodations, if necessary.

I understand that the Town of Harwich is an at-will employer. If employed, I understand that my employment may be terminated with or without cause at any time unless there is an applicable bargaining unit contract provision.

My Signature Certifies that I have read and agree with the above statement and all statements contained in this application for employment.

Joseph F. Powers

Applicant Name (Please Print)



Applicant Signature

May 20, 2020

Date

"It is unlawful in Massachusetts to require or administer a lie detector test as a condition of employment or continued employment. An employer who violates this law shall be subject to criminal penalties and civil liability." MGL Ch. 149, Section 19B

JOSEPH F. POWERS

15 Katies Pond Lane | Harwich, MA 02645
781.706.7807 | josephpowers68@gmail.com

EXECUTIVE SUMMARY

Accomplished leader in public administration and corporate management with more than thirty years in municipal government operations. Expertise in all Town Meeting forms of government and an accomplished parliamentary expert. Extensive experience in analyzing complex policies, developing management strategies, and mentoring business partners. Highly skilled with considerable experience in the following areas:

- Government Affairs
- Policy Development
- Operations Management
- Regulatory Compliance
- Process Improvement
- Communication Strategies
- Vendor Management
- Project Management
- Thought Leadership

RELEVANT PROFESSIONAL EXPERIENCE

Town of Harwich, Massachusetts

Interim Town Administrator

Serving as Interim Chief Administrative Officer; accomplishments include

- Ongoing strategic response to COVID-19 pandemic while maintaining core operational services across all departments and programs.
- Implemented strong communication channels including daily Department Head briefings as well as a Community Leadership Forum engaging in weekly dialogue with key stakeholders including business and economic partners, faith-based organizations and non-government organizations supporting critical human services.
- Delivered a proposed balanced budget in partnership with the Finance Director for Fiscal Year 2021 overcoming a structural deficit of \$1.8 million.
- Managing oversight of ## department heads with more than 300 active, permanent employees as well direct management of the Administration Department.

Town of Harwich, Massachusetts

Assistant Town Administrator

Assisted the previous Town Administrator with daily municipal operations with a primary focus on human resources management and procurement; accomplishments include

- Management of cost recovery documentation resulting in more than \$1 million in reimbursements through legislative appropriation.
- Developed a procurement matrix and associated process to track, manage and expedite procurements therein clearing out a backlog

Town of Wellfleet, Massachusetts

Assistant Town Administrator/Town Clerk

Served as a senior municipal executive responsible for managing operations within the Office of the Town Clerk, Elections Department and Board of Registrars as well as Assistant Town Administrator:

- **Town Administration** - Support the Town Administrator in managing and coordinating all employees, activities and departments under the control of the Administrator and Board of Selectmen;
- **Municipal Planning** – Serve as Senior Town Planner provide professional and technical support to the Planning Board as well as applicants, engineers, and any interested party seeking interpretation of the town's zoning by-laws as well as the subdivision rules and regulations; and
- **Personnel Administration** – Perform all of the duties and responsibilities related to human resources and personnel management as the Senior Human Resources Director including performance management, salary analysis, and all matters pertaining to collective bargaining agreements and units.

Town of Braintree, Massachusetts

Town Clerk/Registrar

Served as the Chief Election Officer and senior municipal executive responsible for managing operations within the Office of the Town Clerk, Elections Department, Board of Registrars, and Board of License Commissioners. Managed a departmental budget exceeding \$500k and supervise 3 professional staff. In particular,

- Oversaw the renovation and access to the archive vault for the storage of municipal records.
- Enhanced standard operating procedures for the proper preservation and archival of historical records. Established a serviceable taxonomy to simplify the cataloging and retrieval of current and historical municipal records. Enabled the Town of Braintree to meet regulatory and compliance requirements of the Massachusetts Secretary of State and limit operational risk.
- Partnered with a national vendor to oversee the codification of town by-laws into ordinances for proper governmental procedure.
- Lead staff of more than 100 election officials. Augmented procedures to increase completeness and accuracy for election management by developing a standard operating manual and related training material.
- Recognized thought leader advising local elected officials, state legislators, and federal officeholders on key matters including election reform and increased voter programs as Chairman of statewide legislative committee. Advised the Massachusetts state legislature on election law reforms pertaining to voter registration and participation, plus election administration and operations.
- Presiding officer on regulated licensing matters relative to the Board of License Commissioners. In charge of agenda development, budgeting, communications, meeting management, and legal proceedings.

The Bank of New York Mellon (formerly Mellon Financial Corp.)

Asset Servicing Communications Manager (Functional role similar to Deputy Chief Administrative Officer)

While reporting to the Chief Administrative Officer, oversaw multiple communication functions, for the largest custodian of global assets; responsible for the development, coordination, and distribution of written and spoken communications delivered by business unit level CEOs and respective senior managers. Specifically,

- Developed and distributed content across multiple channels via several hundred communication events including employee teleconferences, town hall events, broadcast emails, webinars, investor/analyst meetings and client conferences.
- Managed content and messaging produced by teams of subject matter experts providing client guidance in the business lines, Compliance, Finance, Human Resources, Legal, Operations, Relationship Management, Risk, Sales & Marketing, Technology and Training.
- Successfully organized and produced strategic teleconferences to convey uniform management messages, operational directives, and QA sessions to global employees (covering the Asia-Pacific region as well as Europe, Middle East, Africa and North America) on the same trading day. Leveraged key business unit relationships and directed a primary global telecommunication vendor. Assisted management to craft strategic communications, while providing employee guidance and limiting operational, financial, and reputational risk.
- Enhanced operational effectiveness of an email distribution database to systematically deliver content to global employees based on management directives. Verified the completeness and accuracy of distribution lists and reduce undeliverable messages error rates by 50%. Wrote, produced and directed a mock television program, modeled after the "Tonight Show", to provide live business unit updates at the annual client conference featuring key senior executives, including the President.
- Led the sector-based Employee Engagement Committee to ensure successful engagement activities focusing on communication, recognition/incentives programs, career pathing and performance accountability.

EDUCATION

Master of Arts, Communication Studies, Emerson College, Boston, MA

Bachelor Arts, Political Science, University of Massachusetts/Boston, Boston, MA

COMMUNITY SERVICE

Volunteered at The Family Pantry, Toys for Tots and other charitable and service organizations.

Responses to TASC Questions received on June 21, 2020

Question #1

As a new manager, how did you build trust and credibility with the Board you reported to, the employees you were directly responsible for, and other stakeholder groups such as taxpayers and the business community? How did you develop relationships? Share an example as to how you built a coalition with stakeholders who may not agree with one another.

Response:

I believe I have developed trust and credibility with the Board of Selectmen, the employees who report directly to me and other stakeholders such as taxpayers and the business community through dialogue (communication) and always striving to lead by example. I strive to build relationships in a similar fashion through direct communication, engendering trust and credibility by my actions and follow-through and in the specific realm of municipal government by establishing the common needs and goals which necessitates the relationship in the first place. I strive to articulate what it is that brings us together and what we all hope to achieve and grow from the relationship.

The most recent example that I can offer as to how I believe I have built a coalition with stakeholders who may not agree with one another is related to the COVID-19 pandemic and the resultant actions which I have undertaken or directed others to undertake for the safe reopening of restaurants. Recognizing that the business community, most especially restaurants in Harwich, have an urgent need to resume operations as soon as practicable and I needing to balance the safety of the general public, we met over internet platforms and by group email distributions to roll out a plan of action to utilize outdoor spaces so restaurants could host customers as soon and as safely as possible. The result of this effort was fourteen establishments out of fifteen offering outdoor service within the same day or the next when the Governor said they could operate.

Question #2:

From your perspective, how do you think the Federal, State and Local governments have addressed the current pandemic and recent climate disasters? What have been the strengths and weaknesses? What actions would you recommend to our Board of Selectmen to address this situation now and going forward?

Response:

I think the federal government's response via state government has been chaotic and disjointed. I think that, in turn, has left the Commonwealth of Massachusetts to operate solely within itself and its operations. Both of those conditions make it difficult for local governments such as ours in Harwich to react and respond. Quite often, I and our Public Health Director have worked diligently on a plan or response to a need only to have the work rendered moot by contradictory

information or a mandated response. This has been a key weakness throughout the pandemic response.

One strength I have seen from my perspective is the growth and value of data collected by the state and made available to communities. This data, with an abundance of data points, has been extremely helpful in understanding where we are at in response to the pandemic. As such, I had recommended to the Board and we have been utilizing for several weeks now a weekly briefing to lead off every Board meeting for me and other subject matter experts to update what has occurred since the last update, what we are working presently and what we see looming on the horizon.

Cathy Ann Viveiros

April 1, 2020

RE: Town Administrator

Please accept this letter and the accompanying Resume in application for the position of Harwich Town Administrator. As an experienced City Administrator, I fully understand the fiscal challenges confronting cities and towns and their elected leaders. My responsibilities included the day-to-day operation of all municipal departments excluding the School Department. The Directors of Human Resources, Management Information Services, Purchasing, Legal and Elections, and the City's Grant writer, reported directly to me. I participated in all union contract negotiations and approved all procurement services and contracts. Working closely with union leaders, we reduced health insurance expenses by more than \$15 million over 5 years. My supervisory duties also included facilities maintenance and capital projects for stormwater management in compliance with EPA and DEP regulations. Public Safety Department staffing levels were increased in a sustainable way through grant absorption strategies and new service delivery models.

In an effort to improve financial transparency and accountability, our financial team initiated Quarterly Budget Reports, including Capital Budget updates, and developed a 5-year budgetary forecasting tool for elected leaders. Zero-based budgeting was implemented for both General Fund and Enterprise Accounts, requiring that all budgetary expenses start at zero and increase as specific needs are justified. This included a thorough review of job descriptions and departmental policies and procedures to support personnel expenditures. In Fall River, this enabled us to increase the Reserve Account from \$500,000 to over \$9 million in 5 years.

I served on the City's Tax Increment Financing Board and worked with numerous companies and property owners to support job growth and retention, and housing development. I represented the City before the Massachusetts Economic Assistance Coordinating Council where our businesses received State tax credits along with approval of local tax incentives to support these projects. Working closely with the Community Development Agency (CDA) Director, we established a Loan Referral Program with area banks, jump started a commercial, storefront improvement program, added affordable housing in blighted properties and facilitated the creation of market rate housing. We completed Urban Renewal Plans for the City's Downtown and Waterfront Districts.

A community driven Master Plan will be the roadmap toward development that is sensitive to natural and historic resources yet able to embrace smart growth principles. As a member of the Southeastern Regional Planning and Economic Development District board (SRPEDD), I am familiar with the benefits of regional collaboration and was an active participant in the largest municipal electricity aggregation in the State. As a volunteer Harbormaster Assistant, I am familiar with Harbor operations and redevelopment. I served as the City's point of contact with MA Department of Environmental Protection and the US Environmental Protection Agency.

My communication skills, patience and ability to interact with people are personal strengths. I respectfully suggest that my experiences are well suited to this position. I would be pleased to meet with you to discuss this opportunity further. Thank you for your consideration on my behalf.

Cathy Ann Viveiros

28 Hathaway Street
Fall River, Massachusetts 02720
Cell: 774-644-2257, E-Mail: cviveiros17@outlook.com



Town of Harwich ~ Employment Application

732 Main St. Harwich, MA 02645

Telephone (508) 430-7513 Fax (508) 432-5039

An Equal Opportunity Employer

PLEASE READ BEFORE FILLING OUT THIS APPLICATION

It is the policy of the Town of Harwich to afford equal employment opportunity to all qualified persons regardless of race, color, religion, national origin, age, military status, sexual orientation, disability, or gender, except where age or sex is a bonafide occupational qualification as allowed by the Civil Rights Act of 1964.

To be sure that your application is properly evaluated, all questions should be answered clearly, completely and accurately.

If you need more space, please attach a separate sheet.

Please print clearly in black or blue ink. Also, "see resume" is not acceptable in any field.

Please attach resume and letter of interest if required.

I. CONTACT and PERSONAL INFORMATION

DATE May 4, 2020

Name Viveiros Last Cathy Ann First Middle

Address 28 Hathaway Street Fall River MA 02720
Number Street Town State Zip Code

Mailing Address
(If different) Number Street Town State Zip Code

() (774) 644-2257 cviveiros17@outlook.com
Telephone Cell Phone Email Address

II. POSITION APPLYING FOR (Please specify position title):

Are you able to work the days and hours identified in the advertisement? YES NO If no, please explain

If application is for seasonal work, what is the last day you are available? Please be specific.

Referral source (check one): Newspaper Ad Online ad Employee Relative Bulletin Board
Walk-in Employment Agency School Town Website Other

Have you worked for the Town of Harwich before? YES NO

If yes, Dates of Service: From: To: Please list department(s)

Is the salary/wages offered acceptable to you? YES NO

III. LICENSES (Please list all licenses you possess that are relative to the position you seek). A valid license is a condition of employment, where required.

Do you have a valid driver's license (Class D Auto)? Yes No If yes, enter expiration date
Do you have a valid CDL License (Class A or B)? Yes No If yes, enter expiration date
Do you have a valid Hydraulic license? Yes No If yes, enter expiration date

What other valid licenses or certifications do you possess (job related)?

IV. OFFICE SKILLS (If applicable).

Check the column that you feel best describes your knowledge and specify software products:

	<input checked="" type="checkbox"/> Beginner	<input checked="" type="checkbox"/> Intermediate Level	<input checked="" type="checkbox"/> Advanced Level
Knowledge of Word Processing	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Knowledge of Spreadsheets	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Knowledge of Databases	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Automated Accounting System Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Bookkeeping Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Transcription Ability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shorthand/Speedwriting Ability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

V. EDUCATION

School	Name, Address, City, State	Number of Years Attended	Degree Awarded
High School	Durfee High School, Fall River, MA	3	Yes
College	Rhode Island College, Providence, RI	4	BS
Graduate School	Boston College, Newton, MA	6 PT	MBA
Trade, Business, Night Courses			
Military Service, Other Training			

VI. SPECIAL SKILLS.

Please list any other skills or abilities you feel are relevant: _____

VII. PRE-EMPLOYMENT REQUIRMENTS. All offers of employment are conditional upon the satisfactory completion of a pre-employment requirements, including, but not limited to:

- A. Drug Testing
- B. Physical
- C. CORI and SORI check
- D. Confirmation (if Applicable)

VIII. EMPLOYMENT OF MINORS.

The Town of Harwich is subject to certain child labor provisions regarding the employment of persons under the age of 18. Further, an Employment Permit or Education Certificate may be required, depending on you age.

Are you over age 18? YES NO If no, please indicate your age:

IX. IMMEDIATE FAMILY.

IMMEDIATE FAMILY WORKING FOR THE TOWN OF HARWICH

Please disclose any immediate family members, including those related to your immediate family by marriage, who are employed by the Town of Harwich. You are required to complete the information below. "Immediate family" is defined as a spouse, child, parent, and sibling; and the spouse's child, parent and sibling. Include those employed in all branches of town government; and those employed as regular or contract employees, or elected officials. This "sunshine disclosure" is intended to ensure that the citizens of our town have full confidence in their government and its hiring process. The disclosure will not be used to exclude any qualified applicant seeking a position from receiving full consideration based on the merits of his/her credentials and the requirements of the job. Attach additional pages if needed.

Name of Relative	Relationship	Title of Relative's Job	Department

X. EMPLOYMENT and VOLUNTEER HISTORY. (Please do not write, "see resume". A resume may not be substituted but may be included as a supplement.) Please account for the last 4 position you have held. Start with your present or last employer. You may include military service and any verifiable work performed as in intern or volunteer.

The Town of Harwich () may or () may not contact my present employer.

Employer City of Fall River	Address One Government Center, Fall River
Telephone 508-324-2661	Title City Administrator
Supervisor Mayor	Dates Worked 01/2014-11/2019
Reason for Leaving contract ending-resignation (See attachment documents)	

Description of Primary Duties:

Responsible for the direction and day-to-day management of all municipal departments including Budget preparation, loca

Employer USIS	Address Kansas City, KS
Telephone closed	Title Investigator
Supervisor closed	Dates Worked 5/2010-12/2013
Reason for Leaving better position	

Description of Primary Duties:
completion of security background clearances for US Department of Personnel Management

Employer City of Fall River	Address One Government Center, Fall River
Telephone 508-324-2661	Title City Councilor
Supervisor City Clerk	Dates Worked 01/2008-12/2009
Reason for Leaving did not seek re-election	

Description of Primary Duties:
legislative branch of local government

Employer CVA Consulting Associates	Address PO Box 701, Fall River, MA 02722
Telephone closed	Title President
Supervisor Self	Dates Worked 03/1993-05/2010
Reason for Leaving private sector, full time employment	

Description of Primary Duties:
consultant services to private businesses and contracts with State Government agencies for marketing and management

XI. PROFESSIONAL REFERENCES

PROFESSIONAL REFERENCES (Not Personal):

List 3 people not related to you who we may request comment on your work performance and/or experience.

NAME	ADDRESS	PHONE	OCCUPATION	YEARS ACQUAINTED
Madeline Coelho, HR	One Government Center, Fall River	508-324-2661	Human Resources Director	11
Gaspar F. Correia II, Mayor	One Government Center, Fall River	617-655-3499	former Mayor	8
Maria Marasco, Esq	One Government Center, Fall River	978-475-5082	Economic Development Director	6

**RELEASE AND CERTIFICATION
PLEASE READ BEFORE SIGNING**

I understand that acceptance of this application by the Town of Harwich does not imply that I will be employed.

The information that I have provided is true and complete. I understand that misrepresentation or omission of any fact in my application, resume, or in any other materials or as provided during interviews, can be justification for refusal of employment or can be justification for termination from employment, if employed.

I understand that any offer of employment that I receive from the Town of Harwich is contingent upon my successful completion of the pre-employment screening process including but not limited to the Town of Harwich receiving satisfactory references, a satisfactory criminal history and Criminal Offense Record Inquiry (CORI) if required, satisfactory verification of driver's license, successful confirmation vote or certifications where required and satisfactory completion of any required post-offer pre-employment drug test or physical examination.

In processing my application for employment, the Town of Harwich may verify all of the information provided by me concerning, among other things, my prior employment or military record, education, character, general reputation and personal characteristics.

I authorize the Town to take whatever steps deemed necessary to obtain information regarding my qualifications for employment including contacting my present and former employers, by contacting individuals listed as business, educational or personal references, and by contacting other individuals to provide or further clarify information about me. The Town of Harwich will also check credit history for applicants with financial responsibilities.

I hereby release my present and former employers and all individuals contacted for any information about me from any and all liability for damages arising from furnishing the requested information.

If employed by the Town of Harwich, I understand that as a condition of employment, I may be required to furnish additional or updated medical information, that I may be required to undergo a physical examination, that I may be subject to drug and/or alcohol testing, that the Town may require a Criminal Offense Record Inquiry (CORI check) or Sexual Offense Record Inquiry (SORI) on me, investigate my driving record or verify my license(s) or certifications(s) as required for employment at any time during my employment. As a condition of employment an employee may be required to provide additional or updated information especially if this employee has been on workers compensation and may require both drug testing and an employment physical in order to allow us to have the necessary information for making a proper decision or reasonable accommodations, if necessary.

I understand that the Town of Harwich is an at-will employer. If employed, I understand that my employment may be terminated with or without cause at any time unless there is an applicable bargaining unit contract provision.

My Signature Certifies that I have read and agree with the above statement and all statements contained in this application for employment.

Cathy Ann Viveiros

Applicant Name (Please Print)

Applicant Signature

May 4, 2020

Date

"It is unlawful in Massachusetts to require or administer a lie detector test as a condition of employment or continued employment. An employer who violates this law shall be subject to criminal penalties and civil liability." MGL Ch. 149, Section 19B

Cathy Ann Viveiros

PROFESSIONAL GOAL: To secure a position that will enable me to utilize my skills and strengths in public sector management.

EDUCATION:

Master's Degree in Business Administration, Boston College
Bachelor's Degree in Education, Magna Cum Laude, Rhode Island College
Architectural Studies, Boston Architectural Center

TEACHING EXPERIENCE:

Bristol Community College, Adjunct Professor, Marketing, Management
Fred Pryor Seminars: business training in Excel, Finance & Accounting, Communications
Bryant College, Adjunct Professor, Marketing
Fall River Public Schools: Special Needs Teacher

PUBLIC SECTOR EMPLOYMENT:

01/2014-11/2019: City Administrator, City of Fall River: Responsible for the direction and management of the day-to-day operation of all municipal departments for a City of 88,000 people. The City Administrator reports to the Mayor and is accountable to a nine-member City Council. Major accomplishments include \$15 million reduction in annual health insurance costs, \$9 million increase in Reserves over 5-year period. Competitive bidding, new service delivery models and effective union negotiations have all contributed in reducing structural problems within Fall River's \$280 million Operating Budget. Management initiatives include development of a 5-year Capital Plan, 5-year Budget Forecasting Tool, updated job descriptions, new departmental Policies and Procedures Manuals and completion of non-union employee evaluations.

1978-1983, 2008 - 2009: Councilor, Fall River City Council: Chairperson of Regulations and Public Works and Transportation Committees, Member-City of Fall River Master Plan Committee, City Council's Health & Environmental Affairs and Finance Committees. Major Accomplishments: Pilot Program for mandatory recycling, 9C cuts strategy position paper, Community Public Safety PowerPoint Presentation.

PRIVATE SECTOR EMPLOYMENT:

2010-12/2013: Investigator, USIS: Completion of security clearance background investigations as assigned by USIS for the US Office of Personnel Management. Major accomplishments include achievement of high percentage ratings for both quality and timely completions.

1993-2010: President, CVA Consulting Associates: Provide consultant services in management, marketing, and training for clients that have included the State of Massachusetts - Departments of Public Health and Social Services and the Massachusetts Aeronautics Commission (MAC). Major accomplishments: statewide campaign, new logo, brochures, PowerPoint for MAC; design/execution of Customer Service Workshops: WIC Program.

8/1998-9/2002: Vice President of Operations, R4, Inc.

Responsible for the daily management of a healthcare computer manufacturing company with sales to high-risk maternal fetal hospitals across the United States. Major accomplishments: Development of Personnel Policy Manual, job descriptions and performance evaluation tools.

28 Hathaway Street
Fall River, Massachusetts 02720
Cell: 774-644-2257, E-Mail: cviveiros17@outlook.com

Cathy Ann Viveiros

2/1986-3/1996: Chief Executive Officer of Cordage Park Company: Responsible for the direction of up to 60 employees providing operational, marketing, accounting, and construction services for adaptive re-use property; real estate development activities including pro-forma budgeting and build-out analyses. Major accomplishments included development of a ten year Master Plan for the redevelopment of the 1.5 million square foot historic mill complex including a ten-year financial pro-forma.

2/1984-2/1986: Marketing Director and General Manager of the North Dartmouth Mall: Responsible for the management, marketing and collections activities for a 625,000 square foot regional shopping center. Major accomplishment included the development of an active tenant association.

COMMUNITY SERVICE:

Southeastern Regional Planning Economic Development District, Board Member
Southeast Regional Transit Authority, Advisory Board Chairperson
Fall River Tax Increment Financing Board, Member
Greater Fall River United Way, Past Chairperson of the Board
Plymouth Area Chamber of Commerce, Past Chairperson of the Board
Plymouth Development and Industrial Commission, Past Commissioner
United Neighbors Advisory Board, Member
Founder, WORD Child Care Center

References:

Madeline Coelho, Director of Human Resources
One Government Center, Fall River, MA 02722
Telephone: 508-324-2661; E-Mail: mcoelho@fallriverma.org

Jasiel F. Correia II, Mayor of Fall River (former)
One Government Center, Fall River, MA 02722
Telephone: 617-655-3499; jasiel91@gmail.com

Judge Joseph Macy, Fall River Corporation Counsel
One Government Center, Fall River, MA 02722
Cell: 508-243-3060; E-Mail: jimacyj@aol.com



CLIFF A. PONTE
Acting Mayor

November 14, 2019

Cathy Ann Viveiros
28 Hathaway St.
Fall River, MA 02720

Dear Ms. Viveiros:

I am accepting your letter of resignation as City Administrator dated November 14, 2019. During your tenure as both City Administrator and City Councilor you have worked tirelessly to advance the goals of the City of Fall River. You have collaborated with many administrations, elected officials, employees and constituents and have done so with professionalism and pride, even in the most trying times. You should be proud of your accomplishments as a public servant and I am grateful for your leadership and contributions. I wish you all the best.

Sincerely,

Cliff A. Ponte
Acting Mayor

One Government Center, Fall River, Massachusetts
TEL (508) 324-2600 • FAX (508) 324-2626
EMAIL mayor@fallriverma.org

28 Hathaway Street
Fall River, Massachusetts 02720
Cell: 774-644-2257, E-Mail: cviveiros17@outlook.com

This is the finding regarding a media report concerning my home's assessment. I resigned 6 weeks early, with full contract compensation, to allow the incoming Mayor to proceed without further distraction. It was ultimately released for public record.

Office of the
Corporation Counsel

Memo

Confidential

To: Mayor, City Administrator
From: J.I.Macy, Corporation Counsel
Date: November 21, 2019 @ 11:25
Re: Assessors Report

CONFIDENTIAL ATTORNEY CLIENT CORRESPONDENCE AND ATTORNEY WORK PRODUCT; NOT FOR DISSIMINATION OR PUBLICATION AND NOT A PUBLIC RECORD.

The following is a summary of recommendations and possible action re; the Assessors Office based on the confidential report of Matthew Thomas and the response thereto by the three individuals involved.

Cathy Ann Viveiros: As far as can be determined both from Atty Thomas report and Mrs. Viveiros written response she did everything reasonably required of her both as a City official and private citizen. She bought her property on the open market from an estate with no city involvement in the sale or purchase; i.e. it was not tax title property or surplus city property offered for sale. She applied for, and received, all required permits and listed appropriate contact information. Both Attorney Thomas report and her response indicate she exerted no influence of any kind regarding her assessment.

The failure to inspect cannot be attributed to her as she was available at any necessary time and her work location was easily accessible to the inspector. In fact, when the inspector finally did arrive at her house he declined to perform an interior inspection despite being given the opportunity so to do.

Her failure to question the sharp drop in her taxes may raise questions given her familiarity with the assessing process but it is not likely that she should have questioned the same given the fluctuation in her assessed value and the overvalue of the house when she purchased the same.

In short, there does not appear to be anything untoward, actionable, or inappropriate in Mrs. Viveiros activities either as a public official or private citizen.

Ben Mello: Attorney Thomas report raises certain technical questions about the practices utilized in the assessor office which are beyond our expertise but may require re-training or reviewing the procedures within the office. As far as Mr. Mello himself is concerned, his written response, received this a.m., essentially confirms that he did not closely supervise Mr. Rebello (his words are micro-manage) and did not realize inspections had not been made. As far as the lowering of values he asserts this was done in accordance with established practice and, most importantly, without influence of any kind from Mrs. Viveiros.

Under ordinary circumstances, the lack of adequate supervision of Mr Rebello might be cause for discipline and re-training of Mr. Mello as Rebello's failure to exercise one of his prime functions. However, as a result of the submission of his resignation there appears to be little that can be done regarding Mello. In summary while there appears to be lack of appropriate management of his department by Mello there does not appear to be anything actionable or inappropriate, from an undue influence point of view, in his actions.

Douglas Rebello: Mr. Rebello did not respond to Attorney Thomas report despite being given the opportunity so to do. It is clear from both Thomas report and Mello's response that it was Rebello's responsibility to perform the required inspections and that he did not. The long delay in performing any inspection cannot be explained by unavailability of Mrs. Viveiros, she worked in the same building and had left her cell phone, nor by the press of other business, he had ample time to perform his duties. In fact, when he finally did go to the property he declined to conduct an interior inspection. Under these circumstances two features stand out: 1) There was no influence exerted on Rebello by either Mr. Mello or Mrs. Viveiros 2) The failure to inspect is a clear failure to perform basic job functions. Therefore, Mr. Rebello is subject to appropriate discipline which could include suspension and possibly, but not likely unless his job record is very poor, termination.

To: TASC
From: Cathy Viveiros
Date: 06/22/2020
RE: Written Responses

Thank you for the opportunity to participate in the TASC selection process.
Please see responses below.

- 1) As a new manager, how did you build trust and credibility with the Board you reported to, the employees you were directly responsible for, and other stakeholder groups such as taxpayers and the business community? How did you develop relationships? Share an example as to how you built a coalition with stakeholders who may not agree with one another.

ANSWER: Effective and ongoing communication is essential to establishing trust with any constituency. I have worked to become a good listener and this has been a key to my success. Listening involves allowing people to express their ideas, concerns *and feelings* regarding the issue that is important to them. Relationships were built on a regular, timely and two-way exchange of information.

The City of Fall River needed to close a large budget gap going into Fiscal 2015. Employees wanted to protect their benefits, political leaders needed a balanced budget, and taxpayers wanted to preserve services in public safety, community maintenance and education and avoid large increases in taxes and fees. Working with nine different collective bargaining units, our team was able to reduce health insurance costs by \$8 million in Year One through competition. Employees saw reductions in their premiums, political leaders saw a huge reduction in the budget gap, and taxpayers were able to avoid a reduction in public services.

- 2) From your perspective, how do you think the Federal, State and Local governments have addressed the current pandemic and recent climate disasters? What have been the strengths and weaknesses? What actions would you recommend to our Board of Selectmen to address this situation now and going forward?

ANSWER: These are two, very different issues requiring different responses. As for the pandemic, the federal government did not do enough to set realistic expectations. As the custodians of national and international public health data regarding COVID-19, the Federal government could have done more to inform the state and local leaders of the steps necessary to contain the virus. Providing sufficient PPE and testing supplies were the responsibility of the Federal government. As for the State government, more consideration for regional conditions would have been beneficial. Closing county borders to limit the influx of the virus into each county may have allowed certain regions to remain open for business to local patrons. More drastic, stay-at-home orders could have been reserved for "hot spots" and high risk populations.

Going forward, The Board of Selectmen can review local regulations for opportunities for businesses to increase sales. Creative steps such as replacing on-street parking with outdoor seating/sales areas and using community resources to deliver information regarding CDC guidelines in public locations could keep residents, businesses *AND VISITORS* engaged in steps necessary to maintain the local economy and the public's health.

Regarding potential climate disasters, State and Federal Environmental resources are needed to assist local communities in preparing for natural disasters. In Fall River we used grant funds to create a Hazzard Mitigation Plan. This process included health officials, social service providers, community stakeholders and federal, state and municipal staff to evaluate such things as community resources, evacuation routes, preventative maintenance projects and capital improvements to prepare for mitigation measures that could become critical to the public's safety.

Securing grant funds for implementation is much more successful when a comprehensive assessment has been completed and a plan has been developed. Mitigation measures may require the same skill set outlined in the Answer to Question One. Achieving public consensus on the steps necessary to preserve for the future will be challenging. The process should start by identifying those things most people can agree with and then progressively work toward the most controversial elements. Common ground creates harmony that can facilitate conflict resolution.

Kenneth Gray
9 Riverview Heights
Amesbury, MA 01913
kgray@northwavetech.com
508-633-0091 (cell/text)

May 22, 2020
Harwich Town Administrator Search Committee
Harwich Board of Selectmen
732 Main Street
Harwich, MA 02645

Dear Committee and Board Members,

In response to your search for Harwich's next Town Administrator, please find my resume below. My application and references are attached.

I am an experienced C level senior executive with a strong skill set and a demonstrated record of success leading and managing both private sector and municipal organizations.

My most recent and relevant experience is as the Mayor of Amesbury, MA, a small city of approximately 18,000 inhabitants, having served in that capacity from January of 2014 until January of 2020. In Amesbury's "strong Mayor" form of government, the Mayor is the CEO and as such directly manages all city departments, with the exception of the Clerk's office, and is Chair of the District School Committee.

Prior to becoming Mayor I spent over 20 years in the private sector. I held a series of positions with continuously increasing responsibility in successful private and publically traded companies in one of the country's most dynamic and cyclical business sectors, semiconductors. My private sector experience culminated with me starting my own technology company in 2001.

Although the objectives of private businesses are generally quite different from those of municipalities, many of the operational skills that are needed for success are common to both and are transferable. Skills that I have developed such as budgeting and finance, forecasting, communications, negotiating, goal setting, strategic planning, and problem solving, as well as management and leadership skills are critical to success in a senior management role in both the public and private sectors.

I should also mention the importance of conflict resolution skills. In any senior management job, but especially in the public sector, there are conflicts almost daily that need strong resolution skills.

In addition to skills, I bring strong personal, professional, and work ethics as well as a private sector sense of urgency to municipal management. I'm a hands-on manager who leads by example and comes to work every day prepared to meet the challenges before me.

During my tenure as Mayor, the city developed many positive working relationships with senior executives in state government as evidenced by our record of success in receiving grants, for example, MassWorks (\$5.7million through EOHEd), CDBG (2.4 million through EOHCD), Green Communities (\$1.2 million through EOEEA), and TIP (\$12 million through MA DOT).

Over those six years, we enjoyed a relationship with the local press and other media which was built based on credibility, trust and respect. Concurrently, the city developed a strong communications and social media presence.

And I am proud of the relationships my team was able to build with our city councilors which resulted in our collective ability as governing bodies to tackle and resolve our most pressing issues, some of which had separated our community for decades, which enabled Amesbury to move forward, together, in a positive direction.

Currently, dealing with the Covid-19 pandemic is the most challenging and important aspect of municipal leadership and management. The first priority of any community should always be the protection of the health and safety of its people. That being said, there is much we do not know about the virus, so leaders are naturally being very cautious as we learn more about the disease every day.

Each community is affected differently; infection rates vary substantially depending on many factors and the impact on local businesses likewise varies significantly. For example, those economies heavily dependent on tourism, such as Harwich, have been hit particularly hard and as the weather gets better there is increasing pressure on local government to act and to help businesses and their employees.

The challenge for each local government is to balance the needs of the people in their particular community; to be vigilant in the protection of their most vulnerable while actively and creatively finding ways to help businesses open within the constraints of federal and state mandates.

It's important in this context that local leaders continuously communicate a unified message that is honest yet optimistic with the community, local businesses and state government

I'm attracted to the Harwich opportunity for a number of reasons. Professionally, I believe that although the issues and challenges are quite different, my experience, knowledge, and skill set, which have served Amesbury well, would do the same for Harwich. Personally, through my wife Donna, my children and grandchildren can directly trace their roots back to Harwich, where generations of their ancestors lived, having left for Canada shortly after the Revolutionary War. More importantly, we both love the Cape. We visit Harwich regularly and would be thrilled to make it our future home.

Thank you for your consideration and I look forward to meeting and discussing the opportunity and how I might fit into Harwich's future.

Sincerely,



Ken Gray

Additional Reference information

Since the Town Administrator Position Profile focuses heavily on skills and personal qualities, I've provided links to a few documents that give examples of how I've been able to put to use some of the skills I've acquired over the course of my career.

Case Study 1, Problem Solving and Controlling Property Taxes

Link: https://drive.google.com/file/d/1s199jqmVsTfoeQr0FhkEt8IDAC83dC_C/view?usp=sharing

Skills Demonstrated: Goal setting, Strategic planning, Fiscal management, Complex problem solving, Leadership, Economic development

Case Study 2, Procurement problem and the Fireboat story

Link: https://drive.google.com/file/d/1d_Ozw3jTtkCFJg3aatYDdbdCOHqncowjB/view?usp=sharing

Skills Demonstrated: Fiscal management, Procurement management, Complex problem solving, Personnel problem management, Negotiating, Communications, Conflict resolution

Listing of Accomplishments from 2014-2020

Link: <https://drive.google.com/file/d/1T0UoP4FLrtmFDIJ15EJxVYmJMWIZvjUj/view?usp=sharing>

This is a summary of accomplishments by category from 2014-2020. Categories include Economic Development, Housing, Roads and infrastructure, Energy and the environment, Education, and Quality of life.

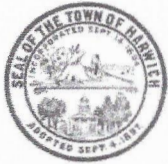
Full FY2020 Amesbury Budget

https://www.amesburyma.gov/sites/amesburyma/files/uploads/budget_final_revised_for_peg.pdf

Skills Demonstrated: Budget development, Finance and fiscal management, Goal setting and progress measurement, Communication, Leadership, and Balance.

FY2019-FY2023 Capital Improvement Plan

https://www.amesburyma.gov/sites/amesburyma/files/uploads/capital_improvement_plan_2019_-_2023.pdf



Town of Harwich ~ Employment Application

732 Main St. Harwich, MA 02645

Telephone (508) 430-7513 Fax (508) 432-5039

An Equal Opportunity Employer

PLEASE READ BEFORE FILLING OUT THIS APPLICATION

It is the policy of the Town of Harwich to afford equal employment opportunity to all qualified persons regardless of race, color, religion, national origin, age, military status, sexual orientation, disability, or gender, except where age or sex is a bonafide occupational qualification as allowed by the Civil Rights Act of 1964.

To be sure that your application is properly evaluated, all questions should be answered clearly, completely and accurately.

If you need more space, please attach a separate sheet.

Please print clearly in black or blue ink. Also, "see resume" is not acceptable in any field.

Please attach resume and letter of interest if required.

I. CONTACT and PERSONAL INFORMATION

DATE May 21, 2020

Name Gray Last Charles First Kenneth Middle

Address 9 Riverview Heights, Amesbury, MA 01913
Number Street Town State Zip Code

Mailing Address (If different) Number Street Town State Zip Code

() (508) 633-0091 kgray@northwavetech.com
Telephone Cell Phone Email Address

II. POSITION APPLYING FOR (Please specify position title): Town Administrator

Are you able to work the days and hours identified in the advertisement? YES NO If no, please explain _____

If application is for seasonal work, what is the last day you are available? Please be specific. _____

Referral source (check one): Newspaper Ad Online ad Employee Relative Bulletin Board
Walk-in Employment Agency School Town Website Other

Have you worked for the Town of Harwich before? YES NO

If yes, Dates of Service: From: _____ To: _____ Please list department(s) _____

Is the salary/wages offered acceptable to you? YES NO

III. LICENSES (Please list all licenses you possess that are relative to the position you seek). A valid license is a condition of employment, where required.

Do you have a valid driver's license (Class D Auto)? Yes No If yes, enter expiration date 3/15/2021

Do you have a valid CDL License (Class A or B)? Yes No If yes, enter expiration date _____

Do you have a valid Hydraulic license? Yes No If yes, enter expiration date _____

What other valid licenses or certifications do you possess (job related)? _____

IV. OFFICE SKILLS (If applicable).

Check the column that you feel best describes your knowledge and specify software products:

	<input checked="" type="checkbox"/> Beginner	<input type="checkbox"/> Intermediate Level	<input checked="" type="checkbox"/> Advanced Level
Knowledge of Word Processing	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Knowledge of Spreadsheets	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Knowledge of Databases	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Automated Accounting System Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Bookkeeping Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Transcription Ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shorthand/Speedwriting Ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

V. EDUCATION

School	Name, Address, City, State	Number of Years Attended	Degree Awarded
High School	Reading Memorial, Reading MA	3	Yes
College	Northeastern University, Boston, MA	5	Yes
Graduate School			
Trade, Business, Night Courses			
Military Service, Other Training			

VI. SPECIAL SKILLS.

Please list any other skills or abilities you feel are relevant: Municipal budgeting and finance, creative problem solving, Goal setting, strategic planning, negotiating, communications, management and leadership,

VII. PRE-EMPLOYMENT REQUIREMENTS. All offers of employment are conditional upon the satisfactory completion of a pre-employment requirements, including, but not limited to:

- A. Drug Testing
- B. Physical
- C. CORI and SORI check
- D. Confirmation (if Applicable)

VIII. EMPLOYMENT OF MINORS.

The Town of Harwich is subject to certain child labor provisions regarding the employment of persons under the age of 18. Further, an Employment Permit or Education Certificate may be required, depending on you age.

Are you over age 18? YES NO If no, please indicate your age:

IX. IMMEDIATE FAMILY.

IMMEDIATE FAMILY WORKING FOR THE TOWN OF HARWICH

Please disclose any immediate family members, including those related to your immediate family by marriage, who are employed by the Town of Harwich. You are required to complete the information below. "Immediate family" is defined as a spouse, child, parent, and sibling; and the spouse's child, parent and sibling. Include those employed in all branches of town government; and those employed as regular or contract employees, or elected officials. This "sunshine disclosure" is intended to ensure that the citizens of our town have full confidence in their government and its hiring process. The disclosure will not be used to exclude any qualified applicant seeking a position from receiving full consideration based on the merits of his/her credentials and the requirements of the job. Attach additional pages if needed.

Name of Relative	Relationship	Title of Relative's Job	Department

X. EMPLOYMENT and VOLUNTEER HISTORY. (Please do not write, "see resume". A resume may not be substituted but may be included as a supplement.) Please account for the last 4 position you have held. Start with your present or last employer. You may include military service and any verifiable work performed as in intern or volunteer.

The Town of Harwich () may or () may not contact my present employer. (N/A)

Employer City of Amesbury, MA	Address 62 Friend Street, Amesbury, MA 01913
Telephone 978-388-8121	Title Mayor
Supervisor the voters of Amesbury	Dates Worked January 2, 2014 thru January 2, 2020
Reason for Leaving Term ended	

Description of Primary Duties:
CEO of a city of approximately 18000 people.

Employer Northwave Technology, Inc	Address 25 Avco Road, Haverhill, MA 01835
Telephone 508-633-0091	Title President
Supervisor self	Dates Worked 2001-2016
Reason for Leaving Company ceased manufacturing operations.	

Description of Primary Duties:
Responsible for all aspects in the design, development, manufacturing and distribution of robotic automation equipment used in the design and development of semiconductor devices.

Employer Delta Design Division of Cohu, Inc.	Address Poway, CA
Telephone 858-848-8000	Title Vice President Worldwide Sales, Marketing and Bus. Dev.
Supervisor James Donahue, CEO	Dates Worked 1997-2001
Reason for Leaving To start Northwave Technology	

Description of Primary Duties:
Responsible for all sales and marketing activities for a \$250mil manufacturer of high volume automation equipment used by semiconductor manufacturers.

Employer Aseco Corp.	Address Marlboro, MA
Telephone no longer in business	Title Vice President Worldwide Sales and Marketing
Supervisor Carl Archer, CEO (deceased)	Dates Worked 1990-1997
Reason for Leaving Recruited by Delta Design	

Description of Primary Duties:
Responsible for all sales, marketing, customer engineering and support activities at a \$50mil manufacturer automation equipment used by the semiconductor industry

XI. PROFESSIONAL REFERENCES

PROFESSIONAL REFERENCES (Not Personal):				
List 3 people not related to you who we may request comment on your work performance and/or experience.				
NAME	ADDRESS	PHONE	OCCUPATION	YEARS ACQUAINTED
Donna McClure	Amesbury, MA	617-512-4400	Realtor	7
Carolyn Murry	Boston, MA	617-556-0007	Attorney	4
Jared Fulgoni	Kittery, ME	978-388-0507	School Superintendent	3

**RELEASE AND CERTIFICATION
PLEASE READ BEFORE SIGNING**

I understand that acceptance of this application by the Town of Harwich does not imply that I will be employed.

The information that I have provided is true and complete. I understand that misrepresentation or omission of any fact in my application, resume, or in any other materials or as provided during interviews, can be justification for refusal of employment or can be justification for termination from employment, if employed.

I understand that any offer of employment that I receive from the Town of Harwich is contingent upon my successful completion of the pre-employment screening process including but not limited to the Town of Harwich receiving satisfactory references, a satisfactory criminal history and Criminal Offense Record Inquiry (CORI) if required, satisfactory verification of driver's license, successful confirmation vote or certifications where required and satisfactory completion of any required post-offer pre-employment drug test or physical examination.

In processing my application for employment, the Town of Harwich may verify all of the information provided by me concerning, among other things, my prior employment or military record, education, character, general reputation and personal characteristics.

I authorize the Town to take whatever steps deemed necessary to obtain information regarding my qualifications for employment including contacting my present and former employers, by contacting individuals listed as business, educational or personal references, and by contacting other individuals to provide or further clarify information about me. The Town of Harwich will also check credit history for applicants with financial responsibilities.

I hereby release my present and former employers and all individuals contacted for any information about me from any and all liability for damages arising from furnishing the requested information.

If employed by the Town of Harwich, I understand that as a condition of employment, I may be required to furnish additional or updated medical information, that I may be required to undergo a physical examination, that I may be subject to drug and/or alcohol testing, that the Town may require a Criminal Offense Record Inquiry (CORI check) or Sexual Offense Record Inquiry (SORI) on me, investigate my driving record or verify my license(s) or certifications(s) as required for employment at any time during my employment. As a condition of employment an employee may be required to provide additional or updated information especially if this employee has been on workers compensation and may require both drug testing and an employment physical in order to allow us to have the necessary information for making a proper decision or reasonable accommodations, if necessary.

I understand that the Town of Harwich is an at-will employer. If employed, I understand that my employment may be terminated with or without cause at any time unless there is an applicable bargaining unit contract provision.

My Signature Certifies that I have read and agree with the above statement and all statements contained in this application for employment.

C. Kenneth Gray

Applicant Name (Please Print)

Applicant Signature

5-22-2020

Date

"It is unlawful in Massachusetts to require or administer a lie detector test as a condition of employment or continued employment. An employer who violates this law shall be subject to criminal penalties and civil liability." MGL Ch. 149, Section 19B

Kenneth Gray
9 Riverview Heights
Amesbury, MA 01913
508-633-0091 (cell, text)
kgray@northwavetech.com

PROFESSIONAL OVERVIEW:

Proven management and leadership success as a senior executive in both the private and public sectors with over thirty years of increasing responsibility as an engineer, entrepreneur, and C level corporate executive in privately held and publically traded companies and most recently, as a Massachusetts city Mayor. An experienced pragmatist and problem solver who sets measurable goals, develops aligned strategies, implements executable plans, measures progress, and achieves success.

- Elected and twice re-elected (2013, 2015, 2017) Mayor of Amesbury, MA population approximately 17,500.
- Founder, President, and CEO of privately funded start-up Northwave Technology, Inc.
- Vice President of Sales, Marketing, and Strategic Business Development for a \$250 million publicly traded semiconductor capital equipment manufacturer. (Delta Design unit of Cohu). (NASDAQ, COHU).
- Vice President of Sales, Marketing and Field Service for a venture capital backed semiconductor capital equipment manufacturer that grew from a start-up, through an IPO into a \$55 million publicly traded company. (Aseco). (NASDAQ, ASEC).

EXPERIENCE:

CITY OF AMESBURY, MASSACHUSETTS, January, 2014 to January 2020. www.amesburyma.gov

Mayor - Chief Executive Officer of a city of approximately 17,500 people, with an annual budget of almost \$70 million and approximately 550 employees. Amesbury's form of government is "strong mayor" which means the mayor is the city's CEO with direct budgetary and operational responsibility for all municipal departments as well as oversight of the district's public school system as Chair of the School Committee. Was first elected mayor by identifying Amesbury's most pressing problems, and then developing goals, strategies and plans to address those problems. Was subsequently re-elected twice on the basis of delivering material and measurable progress towards the realization of our goals. Some examples:

- Dramatically improved private sector economic development results and implemented effective management, budgetary, and spending controls and processes that led to significant improvements in Amesbury's habitually high property taxes, all while consistently maintaining or improving every single service the city provides. In six budgets, Amesbury's property tax rate was reduced from the 4th highest of the 351 communities in the Commonwealth to the 105th (from \$20.97 to \$17.18 per thousand).
- Led the change in direction of a school system that had suffered from over a decade of annual cuts to teachers and programs, while concurrently experiencing increases in athletic and bus fees. Since 2015 we have steadily and consistently reduced class sizes, restored programs, re-hired teachers and reduced fees. We are currently in the construction phase of the Massachusetts School Building Authority's process of building a new and sorely needed elementary school. This follows a recent successful vote to approve a debt exclusion to fund the \$61 million project which had been talked about but had not moved forward for over a decade.
- Continuously improved Amesbury's quality of life through targeted investments. Since 2014, made record investments in roads and sidewalks. Received over \$17 million in federal TIP funds to reconstruct the two most frequently traveled roadways and sidewalks into our downtown. Awarded Massworks grants totaling \$5.7 million for roadway and intersection improvements tied to new economic development. With state PARCC grants, constructed new and improved existing parks, including a children's water park. Established the first in the state "Quality of Life" committee and funded it. Significantly improved public communication and information access through outreach, transparency and technology.
- Improved the discourse in the community from one of habitual conflict by focusing on what we have in common rather than what divides us. For example, have endeavored to build a culture of mutual trust with our City Council which has allowed us to work together cooperatively and realize our most important community aspirations.

Kenneth Gray (2)

NORTHWAVE TECHNOLOGY, INC., Haverhill, MA, 2001 to 2016.

Founder, President, and CEO - Northwave designed, developed, manufactured, and marketed equipment used to automate the process of semiconductor (computer chip) design and test development. Originally started as a distributor of semiconductor equipment and accessories, in 2004 Northwave acquired a privately owned equipment manufacturer and developed its own proprietary product. As Founder and CEO, worked with large anchor customers to identify an emerging need and define the company's initial product. Subsequently produced the product specifications and product development plan, hired an engineering team, and led the team through a successful development process. The result was the first ever Test Handler Emulator for which Northwave and I received industry accolades and awards as well as a U.S. Patent. Northwave manufactured and sold systems and accessories to customers worldwide including many of the industry's largest and most successful semiconductor companies including Intel, IBM, ST Micro, Analog Devices, Texas Instruments, Qualcomm, and many others

DELTA DESIGN DIV. OF COHU INC., San Diego, CA & Littleton, MA 1997 to 2001.

Vice President Worldwide Sales, Marketing, and Business Development - Reporting to the CEO of parent company Cohu. Responsible for all sales and marketing activities of Delta Design, a \$250 million manufacturer of semiconductor automation equipment. Bookings grew 116%, and market share grew 4.0% to 25% of an approximately \$1 billion market. Key contributor to Delta's success in moving from being the perennial number two company in its segment to the world leader in 1999. Successfully developed and implemented strategies and tactics to convert every major customer of Delta's main product lines to its newest generation platforms. Implemented and directed a worldwide account management program for Delta's largest customers, including Intel, Texas Instruments, Motorola, Lucent and Siemens. Negotiated and closed Volume Purchase Agreements resulting in sales volumes of over \$100 million annually. Identified underserved markets and developed successful integrated product strategies for their penetration. Worked with engineering to define a new product development process, which led to the launch of two major development programs. Key member of the CEO's executive management team.

ASECO CORPORATION, Marlboro, MA 1990 to 1997.

Vice President Worldwide Sales and Marketing – Responsible for the top line growth of an early stage venture capital funded start-up. Annual sales increased from under \$2 million to over \$55 million in annual revenue over an eight year period from the sale of automation equipment used to manufacture semiconductor devices. Built, grew and drove a world wide organization consisting of approximately seventy-five people. Responsibilities included worldwide sales, field service, technical support, training, product manuals, strategic and tactical marketing, applications engineering, and an equipment re-manufacturing operation. Developed and implemented selling strategies and tactics and authored product plans that resulted in the growth of its customer base from 5 to 150 customers and a 2750% increase in sales over an eight year period, consistently gaining market share, even in years of market contraction. This was a key to Aseco's success in our Initial Public Offering in March of 1993. Was a key member of the CEO's five person executive team which was responsible for overseeing management of all operations of the company. Worked closely with investment bankers in the identification and strategic analysis of acquisition candidates. Actively participated in due diligence of potential targets. Successfully assimilated sales, service and marketing organizations of acquired companies into Aseco.

VOLUNTEER AFFILIATIONS:

PETTINGILL HOUSE, Amesbury, MA. Pettingill is a prominent northshore non-profit social service agency.

Board of Directors

MERRIMAC RIVER WATERSHED COUNCIL, Lawrence MA. MRWC is a non-profit organization that aims to improve and conserve the Merrimack River Watershed.

Board of Directors and Treasurer

EDUCATION:

Bachelor of Science in Industrial Engineering, Northeastern University, Boston, Massachusetts

U.S. PATENT:

Test Handler Emulation (Northwave), United States Patent 7,142,002, Issued November 28, 2006

Professional References for Ken Gray, May 22, 2020

Charlie Baker	Governor of Massachusetts	617-725-4005	
Karyn Polito	Lt. Governor of Massachusetts	617-725-4005	
Jay Ash	Former Massachusetts Secretary of Housing and Economic Development	617-236-4099	jash@masscompetes.org
Donna Holaday	Mayor, City of Newburyport	978-465-4413	Dholaday@CityofNewburyport.com
Jim Fiorentini	Mayor, City of Haverhill	978-374-2300	mayor@cityofhaverhill.com
Neil Harrington	Town Manager, Town of Salisbury, former Mayor of Salem, MA	978-462-8232	nharrington@salisburyma.gov
Chuck Takesian	Selectman, Town of Salisbury	978-462-8232	ctakesian@salisburyma.gov
Jared Fulgoni	Amesbury Superintendent of Schools	978-388--0507	jaredfulgoni@yahoo.com
Deb Smith	Executive Director, Pettingill House, Social Service provider, Amesbury and Salisbury	978-463-8801	dsmith@pettingillhouse.org
Donna DiNisco	Principal, DiNisco Design, Architect for new Amesbury Elementary School	617-426-1457	d.dinisco@dinisco.com
Donna McClure	Former (12 years) Amesbury City Councilor	617-512-4400	donnamcclure@comcast.net
Claude Gonthier	Former Amesbury Selectman and local business owner	978-388-0830	call only
John Macone	Former Editor Newburyport Daily News, Current Interim Executive Director MRWC	978-376-1475	maconer@comcast.net
Mark Reich	Attorney, KP Law, Amesbury legal counsel	617-556-0007	Mreich@k-plaw.com
Carolyn Murray	Attorney, KP Law, Amesbury legal counsel	617-556-0007	Cmurray@k-plaw.com
Mary Louise Bartley	Former (6 year) Amesbury City Councilor	978-388-2423	mlb13135@gmail.com
Chris Edwards	CEO, Alternative Therapies Group, Medical and Adult Use Marijuana cultivator and retailer	617-549-8575	Chris@atgcannabis.com
Rick Marggraf	Former City Councillor, District 6	603-305-1686	rick.marggraf@live.com

All of the above individuals have consented to be listed as references. I have selected those highlighted in yellow in response to your request to supply three. If for any reason you wish to contact any of the others on this list, please feel free to do so.

Town Administrator Search Committee, Harwich, MA

6/26/2020

Response to Questions

Question 1, Part 1: Building trust, credibility, and relationships. Note: As Mayor I reported to our voters.

Trust and credibility are built over time. People form opinions after considering many factors, such as honesty, judgement, truthfulness, character, treating people with respect and dignity, and many others. However, of critical importance in building trust and credibility in public service, private industry or in personal relationships, is developing a reputation for doing that which you say you will do. In order to accomplish this, a baseline is needed, i.e. what have you said you will do? I'm a firm believer in the importance of goals and in my six years as Mayor I set, continuously measured, communicated progress, and reinforced our community goals. While there is never universal agreement as to decisions or direction in any community, I believe I am on solid ground when I say that among those who may not have agreed with particular policies or decisions of mine, there was overwhelming agreement in the belief that I would do what I said. This is because I had built trust and credibility throughout the community over the years through communication and the steady results towards achieving our goals.

In order to set such a baseline for Harwich and if I am fortunate enough to be selected as your new TA, I will commit, if agreed to by the BOS, to delivering an entry plan within my first 100 days. I will meet with community stakeholders, ask what they think are Harwich's issues and challenges, and listen to their answers. I will communicate with and update the BOS regularly throughout the process with the deliverable being a report that details feedback from stakeholders along with recommended goals, plans and timelines.

Question 1, Part 2: Example of coalition building.

Building coalitions is dependent upon effective communication. During my first campaign for Mayor in 2013, I personally engaged thousands of stakeholders throughout our community, not only to introduce myself and let them take their measure of me, but to listen and learn their thoughts as to the issues and challenges facing Amesbury. I talked with very disparate groups, many of whom did not agree with each other. I met with City Councilors, School Committee members, Chamber of Commerce members, individual business and community leaders and mostly, our residents. From these interactions I developed and communicated a set of goals and plans that would guide my administration if I were to be elected. The coalition building was successful as I won the election. However, while building coalitions can help one get elected, measurable results are necessary to build trust and credibility.

One of my stated goals was to reduce Amesbury's ridiculously high property tax rate which for 2014 was \$20.97, 4th highest of the 351 communities in the Commonwealth. The long term strategy for this particular goal was new economic development, so upon my inauguration, our economic development director and I went to work developing detailed plans. A critical component of this was to build a coalition of support, which would require execution of a robust communications plan. To that end, we conducted detailed presentations to the groups mentioned above. We held public forums, answered the questions and addressed the concerns of all and engaged the local newspapers through access and press releases. The result was overwhelming support for our initiatives which continued throughout my six years in office. Finally, while coalition building is critical, the objective is results, which in this case were substantial. During this six year period Amesbury added over \$200 Million in new development with an additional \$200 Million in the development pipeline. By FY2020, our tax rate had plummeted to \$17.18 and ranking improved to 105th. As a point of reference, Amesbury's population is about 17,500 and its FY2020 budget is \$61 Million.

Question 2, Part 1: Federal, State and Local government addressing of the pandemic.

In general, I've been disappointed with how governments have addressed the pandemic. The federal government in conjunction with our medical institutions have confused, frustrated and frightened the general population by offering conflicting information, arbitrary rules, and ever changing recommendations as to how to mitigate the effects of the virus and keep us safe. Meanwhile, that which we do not know about the disease remains enormous and is a significant factor in the country's inability to come up with science based treatment and prevention plans and protocols. Having said that, our state leaders have done a credible job keeping us informed as they collect and analyze available data in an attempt to develop good public policy. Given the uncertainty, state policy makers have erred towards an abundance of caution, thus the implementation of a "one size fits all" potpourri of rules. For example, communities such as Harwich are under the same set of regulations as Boston or Worcester. This has led to growing frustration throughout the Commonwealth as many ask what's taking so long to re-open the state. Personally, I would prefer the state be more granular in its approach to regulating and consider giving some communities the flexibility to adopt rules that are more reflective of their individual circumstances as measured by local or regional virus data and economic impacts.

Question 2, Part 2: Actions recommended to BOS

In the absence of an opportunity to meet and listen to Harwich stakeholders as to their inputs on this question, and given the continuing uncertainty, I would recommend that the town look to balance the needs of everyone in the community; to be vigilant in the protection of the most vulnerable while actively and creatively finding ways to help each individual establishment operate within the most favorable interpretation of the regulations. It's important in this context that local leaders regularly and frequently communicate relevant information as well as present unified messages that are honest yet optimistic. Concurrently, I would encourage the Selectmen to engage with the Administration, through the local legislative delegation, asking them to be more flexible in the application of regulations as I indicated above.

Question 2, Part 3: Federal, State and Local governments addressing of climate disasters.

Regarding climate change, while I'm not impressed with the actions of the federal government, our state government has been very supportive in incentivizing communities to effect positive change. In my six years as Mayor, Amesbury has taken advantage of state programs and made significant progress in three important areas:

1. *Sustainable energy* through solar incentives including SREC and SMART. Two major solar projects constructed on capped landfills totaling 11MW in power generation were begun and have come on line.
2. *Energy conservation* through Green Communities grants, with many projects, including converting our entire community to LED streetlights, having been completed. We have received \$1.2 Million in five GC grants.
3. *Climate change mitigation* through the Municipal Vulnerability Preparedness grant program. We have completed the planning phase and were recently approved to begin the second, Action, phase.

Respectfully submitted,

Ken Gray
508-633-0091 (cell/text)

The Honorable Search Committee
Town of Harwich
Via Electronic mail
taresume@townofharwich.us

Thomas M Guerino
729 Tyler Hill Road
Vernon, VT 05354
ytroncape@gmail.com
(508) 509-1377

May 1, 2020

Dear 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 Harwich, as advertised in the online edition of the Massachusetts Municipal Association's *Beacon*.

As the enclosed resume indicates, I have enhanced my credentials and have held increasingly responsible professional positions. Until recently, 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 previously indicated, most recently (September 30, 2019) as the Town Administrator for the Town of Bourne. **Currently**, I am assisting 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. I am also serving as the Interim Town Administrator in a rural community on a part-time basis.

As you are aware, 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. I also currently serve as the Chair to the Cape Cod Regional Transit Authority. During my tenure on the Cape, I have had an excellent working relationship with the Cape Cod Commission.

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). 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 public environment.

Page 2.

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 appellant, 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 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, negotiation and team building create a confluence, which will be beneficial to the entire community of Harwich as it moves forward to continue its reputation of professional excellence within the municipality.

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 Harwich, as it moves toward securing a permanent Town 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



Town of Harwich ~ Employment Application

732 Main St. Harwich, MA 02645
 Telephone (508) 430-7513 Fax (508) 432-5039

An Equal Opportunity Employer

PLEASE READ BEFORE FILLING OUT THIS APPLICATION

It is the policy of the Town of Harwich to afford equal employment opportunity to all qualified persons regardless of race, color, religion, national origin, age, military status, sexual orientation, disability, or gender, except where age or sex is a bonafide occupational qualification as allowed by the Civil Rights Act of 1964.

To be sure that your application is properly evaluated, all questions should be answered clearly, completely and accurately.

If you need more space, please attach a separate sheet.

Please print clearly in black or blue ink. Also, "see resume" is not acceptable in any field.

Please attach resume and letter of interest if required.

I. CONTACT and PERSONAL INFORMATION

DATE May 2, 2020

Name <u>Guerino</u>	<u>Thomas</u>	<u>Michael</u>
Last	First	Middle
Address <u>729 Tyler Hill Road</u>	<u>Vernon</u>	<u>VT 05354</u>
Number	Street	Town
		State Zip Code
Mailing Address		
(If different)	Number	Street
		Town
		State Zip Code
()	(508) 509-1377	<u>vtroncape@gmail.com</u>
Telephone	Cell Phone	Email Address

II. POSITION APPLYING FOR (Please specify position title): Town Administrator

Are you able to work the days and hours identified in the advertisement? YES XX NO _____ If no, please explain _____

If application is for seasonal work, what is the last day you are available? Please be specific. _____

Referral source (check one): Newspaper Ad ___ Online ad ___ Employee ___ Relative ___ Bulletin Board ___
 Walk-in ___ Employment Agency ___ School ___ Town Website ___ Other

Have you worked for the Town of Harwich before? YES ___ NO

If yes, Dates of Service: From: _____ To: _____ Please list department(s) _____

Is the salary/wages offered acceptable to you? YES NO _____

NEGOTIABLE UPON SUCCESSFUL EMPLOYMENT CONTRACT

III. LICENSES (Please list all licenses you possess that are relative to the position you seek). A valid license is a condition of employment, where required.

Do you have a valid driver's license (Class D Auto)? Yes No _____ If yes, enter expiration date _____
 Do you have a valid CDL License (Class A or B)? Yes _____ No _____ If yes, enter expiration date _____
 Do you have a valid Hydraulic license? Yes _____ No _____ If yes, enter expiration date _____

What other valid licenses or certifications do you possess (job related)? _____

IV. OFFICE SKILLS (If applicable).

Check the column that you feel best describes your knowledge and specify software products:

	√ Beginner	√ Intermediate Level	√ Advanced Level
Knowledge of Word Processing	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Knowledge of Spreadsheets	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Knowledge of Databases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Automated Accounting System Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bookkeeping Knowledge	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Transcription Ability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shorthand/Speedwriting Ability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

V. EDUCATION

School	Name, Address, City, State	Number of Years Attended	Degree Awarded
High School	Greenfield, MA High School	4	YES
College	University of Southern Maine/Greenfield Comm. College	4	YES/YES
Graduate School			
Trade, Business, Night Courses			
Military Service, Other Training	Johns Hopkins University 1st - Partnering for Results - Center	1st - Two week tra	

VI. SPECIAL SKILLS.

Please list any other skills or abilities you feel are relevant: Excellent budget and presentation skills, Knowledge of Cape Cod re

VII. PRE-EMPLOYMENT REQUIRMENTS. All offers of employment are conditional upon the satisfactory completion of a pre-employment requirements, including, but not limited to:

- A. Drug Testing
- B. Physical
- C. CORI and SORI check
- D. Confirmation (if Applicable)

VIII. EMPLOYMENT OF MINORS.

The Town of Harwich is subject to certain child labor provisions regarding the employment of persons under the age of 18. Further, an Employment Permit or Education Certificate may be required, depending on you age.

Are you over age 18? YES NO If no, please indicate your age:

IX. IMMEDIATE FAMILY.

IMMEDIATE FAMILY WORKING FOR THE TOWN OF HARWICH

Please disclose any immediate family members, including those related to your immediate family by marriage, who are employed by the Town of Harwich. You are required to complete the information below. "Immediate family" is defined as a spouse, child, parent, and sibling; and the spouse's child, parent and sibling. Include those employed in all branches of town government; and those employed as regular or contract employees, or elected officials. This "sunshine disclosure" is intended to ensure that the citizens of our town have full confidence in their government and its hiring process. The disclosure will not be used to exclude any qualified applicant seeking a position from receiving full consideration based on the merits of his/her credentials and the requirements of the job. Attach additional pages if needed.

Name of Relative	Relationship	Title of Relative's Job	Department

X. EMPLOYMENT and VOLUNTEER HISTORY. (Please do not write, "see resume". A resume may not be substituted but may be included as a supplement.) Please account for the last 4 position you have held. Start with your present or last employer. You may include military service and any verifiable work performed as in intern or volunteer.

The Town of Harwich () may or () may not contact my present employer.

Employer Town of Wareham	Address Marion Road - Route 6 West - Wareham, MA
Telephone Derick Sullivan	Title Wastewater Organizational Development Consultant
Supervisor Town Manager	Dates Worked
Reason for Leaving Project complete- Note; COVID 19 has resulted in additional work being deferred	

Description of Primary Duties:

Reveiw and make recommendations regarding Wastewater Department Staffing and finacial status and needs

Employer Town of Bourne, MA	Address 24 Perry Avenue - Buzzards Bay, MA
Telephone 508.759.0600 ext 1320 (Finance Department for Emp. Verific	Title Town Administrator
Supervisor Select Board	Dates Worked 02.17.2005 - 09.30.2019
Reason for Leaving By mutual agreement of the current Select Board and myself. Amicable. - By Agreement Town Counsel is the primary contact	
Description of Primary Duties: Full Service Town Administrator	

Employer Massachusetts Rural Development Council, inc	Address c/o EPOCHD - Boston - Draper Hall Univ. of Mass Amherst, M
Telephone n/A	Title Executive Director
Supervisor n/A	Dates Worked 08.09.1994 - 11.30.2004
Reason for Leaving COuncil Disbanded due to lack of Federal Funding	
Description of Primary Duties: Advocate and policy work for 172 (at the time) communities considered rural in the Commonwealth. National Policy work with the national Rural Development Partnership.	

Employer	Address
Telephone	Title
Supervisor	Dates Worked
Reason for Leaving	
Description of Primary Duties:	

XI. PROFESSIONAL REFERENCES

PROFESSIONAL REFERENCES (Not Personal):				
List 3 people not related to you who we may request comment on your work performance and/or experience.				
NAME	ADDRESS	PHONE	OCCUPATION	YEARS ACQUAINTED
Robert S. Troy, Esq	Sexton's Way Sandwich, MA	508.888.5700	Bourne Town Counsel	15
Michele Ford	Circuit Ave - Cataumet, MA		For this purpose - Finance	15
Thomas Cahir	CCRTA - Hyannis, MA	508-385-1430	Executive Director	15

**RELEASE AND CERTIFICATION
PLEASE READ BEFORE SIGNING**

I understand that acceptance of this application by the Town of Harwich does not imply that I will be employed.

The information that I have provided is true and complete. I understand that misrepresentation or omission of any fact in my application, resume, or in any other materials or as provided during interviews, can be justification for refusal of employment or can be justification for termination from employment, if employed.

I understand that any offer of employment that I receive from the Town of Harwich is contingent upon my successful completion of the pre-employment screening process including but not limited to the Town of Harwich receiving satisfactory references, a satisfactory criminal history and Criminal Offense Record Inquiry (CORI) if required, satisfactory verification of driver's license, successful confirmation vote or certifications where required and satisfactory completion of any required post-offer pre-employment drug test or physical examination.

In processing my application for employment, the Town of Harwich may verify all of the information provided by me concerning, among other things, my prior employment or military record, education, character, general reputation and personal characteristics.

I authorize the Town to take whatever steps deemed necessary to obtain information regarding my qualifications for employment including contacting my present and former employers, by contacting individuals listed as business, educational or personal references, and by contacting other individuals to provide or further clarify information about me. The Town of Harwich will also check credit history for applicants with financial responsibilities.

I hereby release my present and former employers and all individuals contacted for any information about me from any and all liability for damages arising from furnishing the requested information.

If employed by the Town of Harwich, I understand that as a condition of employment, I may be required to furnish additional or updated medical information, that I may be required to undergo a physical examination, that I may be subject to drug and/or alcohol testing, that the Town may require a Criminal Offense Record Inquiry (CORI check) or Sexual Offense Record Inquiry (SORI) on me, investigate my driving record or verify my license(s) or certifications(s) as required for employment at any time during my employment. As a condition of employment an employee may be required to provide additional or updated information especially if this employee has been on workers compensation and may require both drug testing and an employment physical in order to allow us to have the necessary information for making a proper decision or reasonable accommodations, if necessary.

I understand that the Town of Harwich is an at-will employer. If employed, I understand that my employment may be terminated with or without cause at any time unless there is an applicable bargaining unit contract provision.

My Signature Certifies that I have read and agree with the above statement and all statements contained in this application for employment.

Applicant Name (Please Print)

Thomas Guerino

Applicant Signature

Date

"It is unlawful in Massachusetts to require or administer a lie detector test as a condition of employment or continued employment. An employer who violates this law shall be subject to criminal penalties and civil liability." MGL Ch. 149, Section 19B

THOMAS M. GUERINO
729 Tyler Hill Road
Vernon, Vermont 05354
vtroncape@gmail.com 508-509-1377

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 \$68M annual budget plus an \$11.7M 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.
- 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 all arbitration challenges.
- Revised several antiquated policies and created new travel and vehicle use policy while reducing and then stabilizing size of municipal fleet.
- 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.
- 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 –August 1994 to Dec. 2003

- 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, benchmark and achievement measurements, financial, administrative compliance, grants writing and administration, New Governance, throughout entire professional tenure.

COMMUNITY SERVICE

Cape Cod Regional Transportation Authority (Chair 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)

New England Youth Theater (Past active parent)

*Selected References – Others
Available Upon Request*

Ms. Astrid Glynn, Assistant Secretary
Rail and Transit Division
MassDOT
10 Park Place
Boston, MA

Mr. Robert Troy, Esquire
(Bourne Town Counsel)
Troy Wall Associates
Sandwich, MA
(508) 888-5700

Ms. Michele Ford, Co-Vice-Chair
Bourne Finance Committee
C/O South Coast Health (NB
Hospital)
New Bedford, MA
(617) 480-2195

Mr. Thomas Cahir, Executive
Director
Hyannis Transportation Center
215 Iyannough Road, PO Box 1988
Hyannis, MA 02601
(508) 775-8504

Ms. Marie Oliva, Executive Director
Cape Cod Canal Region Chamber of
Commerce
Main Street
Buzzards Bay, MA 02532
(508) 759-6000

George “Bud” Dunham, Town
Manager
c/o Sandwich Town Hall
Sandwich, MA

George Slade, Selectman
Town of Bourne
Eldridge Ave
Pocasset, MA
gslade@townofbourne.com

Galon (Skip) Barlow,
(former Selectman)
Hideaway Village Association
Buzzards Bay, MA 02532
skiane@verizon.net

Mr. Barry Johnson, Town Clerk
Town of Bourne
24 Perry Avenue
Buzzards Bay, MA 02532
(508) 759-0600 Ext. 1313

Jamie Sloniecki, former Selectmen
Weldon Park
Sagamore, MA
(774) 313-8888

Mary Jane Mastranglo, Chair
Bourne Finance, Capital Outlay,
Wastewater Construction Committees
c/o mjm@mrainc.org

Town of Harwich
Town Administrator Search
Essay Response
Question One

Respectfully submitted,

Thomas M. Guerino

(This first section of question 1 is written in the present tense. Note these are some of the activities undertaken when I have commenced new municipal endeavors. The second portion to this query is taken from actual issues that confronted a community where I was previously employed.)

Question 1. A. The first and foremost thing to fostering a good working relationship is to understand that the Town Administrator is not a sixth Selectboard member. It is critically important to sit down with the Board to understand what the collective priorities are, how they came to these priorities and how they best receive information. Assuring that no one member has a monopoly on the TA's focus is by setting an agreed upon ground rule that any directive/action requested by a Board member should be brought before the full body for discussion and possible action. The TA must distribute information timely, accurately and to each member equally. Providing timely responses to the Board is imperative. This is the case even when information requested is not readily available in the timeframe initially requested. It is better to inform the Board of this than providing incomplete data which could lead to poor or inaccurate decision making by the Board. I also suggest that one workshop per month be held on topical areas or goal achievement strategies. This would be in addition and separate to the regularly scheduled Select Board meetings. Further, the current and any subsequent Chair of the Board and TA must have an open and frank dialogue as establishing a consent agenda for meetings require good communication and a trust-based relationship. Both trust and respect are not granted but earned. Additionally, **Get Out Of The Office!!!** Meet with Department Leaders individually and within group leadership team meetings. Set agendas for both. Meet with Public Safety Chiefs, DPW Director, Health Agent, Harbor Master and Financial staff more frequently. Observe and hear about what the departments are working on, what is going well and where there are challenges. Establish regular and scheduled meetings with the School Superintendent(s). Meet and be updated by the Assessors, and Conservation Committee. Look at what the DPW is undertaking for projects. Convene a listening session with Senior Management. Locate the troubled areas and become familiar with town wide activities. Get to know the administrative support staff by engaging via MBWA (management by walking around). Be engaged and concerned. Get out into the community. Speak with the Chamber of Commerce, business alliances, and be introduced to the Agricultural/Aquaculture community leaders. Be available to attend service organization meetings. Immerse in local municipal committee meetings. Meet with the Chairs of local committees. Attend a PTO meeting or two. Establish a rapport with the RTA, local Chambers of Commerce and the CCC. The key is to be engaged and visible.

B. During difficult fiscal times and leading up to a general Proposition 2 1/2 override attempt, there was a high degree of acrimony between the School Committee/constituency, Finance Committee and Selectboard. The Chairs of the Selectboard and Finance Committee had a quite public and boisterous argument the evening of the Special Town Meeting. The School Committee was discouraged with the two groups' inability to come to consensus. The Selectboard Chair was seen as the lead protagonist and the full Selectboard was considered obstructionist to the entire process. The Town Departmental leaders present were both discouraged and embarrassed. The Finance Committee and BOS took differing approaches during the article discussion. While the override article passed at Town Meeting it was soundly defeated at the subsequent ballot initiative. Post the defeat, municipal harmony was virtually non-existent. Thus, in an effort to bring things back to a working relationship and with Selectboard buy-in, I established a working group consisting of representatives of the Finance Committee, Selectboard, School Committee, the School Superintendent, Finance Director, and myself. The three Boards and Finance Committee were worlds apart. Utilizing the facilitative skills acquired during my time on the Executive Board of the National Rural Development Partnership and as Director of the Massachusetts Rural Development Council, I was able to get the group working by initially focusing on the areas where there was agreement (cuts had to be made as a result of the failed override, the Town needed to build up reserves). All needed to agree on a set of principal and policies to help guide the municipality moving forward in an effort to avoid such an embarrassing and public fallout in the future. The group initially convened bi-weekly and then monthly. Trust was restored over time and a better understanding of each groups programmatic and fiscal needs was achieved. Additionally, the group created a new set of comprehensive financial policies ranging from use of reserves to OPEB contributions. I note that as a result of adhering to these policies there was a much higher degree of mutual support at Town Meeting, understanding of need across municipal departments, and an upgrade to the Town's Standard and Poor's bond rating.

Town of Harwich
Town Administrator Search
Essay Response
Question Two

Respectfully submitted,

Thomas M. Guerino

Question 2. I believe that it is generally inappropriate to Monday morning quarterback after the population is faced with a major disruption to health safety and economic wellbeing. Decisions that have to be made in a rapid succession without the luxury of time to filter, discuss/debate, are often rife of missing elements and will generally lack appropriate detail for smooth implementation. In an overall sense I believe the working bureaucracies (not a pejorative word in this context), Federal and Massachusetts State Government, ramped up quickly and provided much needed financial and administrative/technical/health related guidance. Local Governments for the most part have done an outstanding job in dealing with this pandemic situation, often with little or no staff, especially in the more rural areas of the Commonwealth. Municipal Selectboards, Mayors, Health Boards, Town Administrators/Managers are to be applauded. This has been a difficult time. With the privilege of some hindsight, I do believe some things could have been better addressed.

The Federal Government **Cares Act** should have allowed funding to be used as offsets to municipal revenues, by way of EMS revenue as emergency calls and insurance billings are down in this time period. **Cares Act** funds could also have been allowed to be used to offset fees not generated by revolving accounts in recreation, Natural Resource departments and marinas. **(NOTE THERE ARE OTHERS AND THESE ARE DEPICTED ONLY AS EXAMPLES)**. I also believe that the Commonwealth devolved too many responsibilities to local Health Boards/Agents, Inspection Departments and Licensing Boards. Local agents were required to enforce business closures and to respond to any call-in to town halls regarding violations of Personal Protection neglect (wearing masks) in retail or grocery establishments and in general public settings. Towns were required to respond to nursing home/assisted living complaints even though localities do not license them. Finally, I have come to believe that more consideration and State funded money streams are needed to be dedicated to regions/neighborhoods that will become (or are currently) most affected. Resources needed to go where cases were spiking early for medical assistance and then to regions where substantial business losses will occur such as the Cape, the Berkshires, and University/College communities beyond Boston (such as Amherst, etc.) More funding/staff resources needed to be dispatched to target populations being infected in high levels— communities and neighborhoods of Color. It appears that lessons from the H1n1 virus pandemic preparation of several years ago did not seem to be helpful on the State or local levels. Towns need to dust off old protocols, institute new policies on lessons learned from this long-term event, and practice on at least an annual basis. EMD committees must meet regularly to specifically work on best practices and create implementation strategies that are town specific. "One size doesn't fit all" in these circumstances and State/Federal regulatory guides need to be more attentive to this. Locally, committed stabilization funds need to be established and be allowed to build up over time to help level these huge dips in revenue when the next similar emergency situation arises. The Towns EMDs' need to stockpile necessities locally, as the Federal and State Government may not be able to fulfill the needs on a national or state-wide basis. This type of pandemic is likely to happen again and we all must be better prepared.