

# Town of Hull



## TOWN MANAGER FINALISTS

MAY 2023



COMMUNITY PARADIGM ASSOCIATES, LLC



**Peter Caruso**

**Finalist for**

**Hull Town Manager**





Peter D. Caruso

[REDACTED], Scituate, Massachusetts 02066

508 [REDACTED] - [REDACTED]@gmail.com

April 11, 2023

Bernard Lynch  
Hull Town Manager Search  
Community Paradigm Associates,  
One Saddleback Rd.  
Plymouth, MA 02360

Dear Bernie,

I would like to be considered for the position of Hull Town Manager.

I have learned a lot during my time as Town Administrator in the Town of Millville. I was brought in because of my financial expertise as well as my leadership skills, creative thinking, and unique perspective and professional background.

I have helped improve relations between various Millville boards and factions within the community. And I have streamlined the budget process with tighter/smarter spending and buy-in from department heads with whom I have fostered better teamwork while earning their professional respect. I have also worked with the regional school system leadership to bring enhanced educational value from more efficiently and effectively spent taxpayer dollars.

In Millville, with limited resources as a strong TA, I am involved in many aspects of town government, from serving on the Capital Planning Committee (including as its Chair), to serving as a board member on our regional dispatch with five other towns, to being the lead person on the annual budget process, as well as having responsibility for all town personnel matters, including union negotiations. I continue to progress through the MCPPO courses, with certification expected this summer, and, more importantly, I have discovered, documented, and served as key witness in a Grand Jury investigation of significant fraudulent activities by a former financial services provider.

There is still much for me yet to learn and do. This experience has provided me a wonderful stepping stone to now face greater municipal challenges where I can help provide solutions.

Especially in a unique community like Hull. After spending many summers living and boating out of Scituate, where I now live year-round, I am fully appreciative of all the recreational opportunities as well as the climate related challenges a community faces coexisting with the Atlantic Ocean.

As a former private sector professional, thanks to my municipal leadership experience in my former home of Sherborn, I have been bitten by the municipal bug such that I became interested in applying my municipal experience, coupled with my private sector background, to assist a community face its many financial, educational, development, infrastructure, and management challenges. The reality is the municipal minded management approaches of the past may be due for a fresh look from someone with my kind of expertise, including considerable experience in the commercial sector.

On my watch as a leader in Sherborn I am proud of the many things I was very active in, including:

- Establishing financial policies where previously there were none. Including more timely, accurate, complete – and understandable - reporting of budgets, periodic financials, free cash, and debt.
- Driving the education of leadership and taxpayers on the many challenges facing the town, including OPEBs, capital needs, and inefficient use of human and financial resources.
- Developing innovative union contracts with Police, Public Works, and Educators.
- Serving as highly active liaison with Local and Regional School Leadership.
- And many more initiatives making the town recognize and deal with its challenges in order to maintain, improve, and sustain service to its residents, employees, and other stakeholders.

Please refer to the attached Resume with its Supplement – Municipal Experience Highlights for a partial list of the many ways I was able to add value to the Sherborn community.

During my tenure in Millville and in Sherborn I know I earned the respect of those I was fortunate to deal with, whether in Public Safety, Public Works, Public Administration, or Public Education. And of course, our taxpayers, whose money we were charged with spending. I am a very detailed person who also sees the big picture. I ask lots of questions – diplomatically, but persistently. In doing so much surprisingly often not known by very many is ultimately learned.

I know Hull, with its depth and variety of people and places, has so much going for it. I believe my unique experience would serve the Town well in its Public/Private, Town/Gown, and community relationships. I would be honored to explore if I could play a critical role in preserving its past, facing its present, and preparing for its future as the Town's next Town Manager.

Thank you and Best Regards,

*Peter D. Caruso*

Peter D. Caruso

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[REDACTED], Scituate, Massachusetts 02066

508-4-[REDACTED]-[REDACTED]@gmail.com

**PROFILE: ACCOMPLISHED LEADER IN MULTIPLE DISCIPLINES AND INDUSTRIES**

A versatile and entrepreneurial executive adept at enhancing business vision, articulating into strategic and tactical plans, then executing using limited resources and effective management skills. Successfully transitioned to Public Sector Leadership after serving in multiple Private Sector senior management roles. Expert leader in legal matters, finance, accounting, budgeting, operations, marketing, sales, team building, and much more.

**Municipal Leadership**

**Millville, MA – Town Administrator (2019-Present)**– Strong TA role with extensive financial and operating management authority. Tasked with bringing sorely lacking leadership, financial expertise, professional management, and team building to a town facing multiple challenges including financial weakness and fraud, committee infighting, alienated sister community, overdue capital needs, and non-trusting public.

- Capital Planning Committee Member 2019 to Present, Chair 2022, 2023
- Board Member and Clerk Metacomet Emergency Management Communications Center
- Primary lead on ARPA, CARES, grants, and other funding opportunities and strategies
- On track for MCPPO Designation Summer 2023

**Sherborn, MA (2006–2015) - Board of Selectmen (Chair), Advisory Committee Vice Chair, Capital Budget Committee, Director 495/MetroWest Partnership, Active Member [www.saveoursherborn.org](http://www.saveoursherborn.org)**

- Applied Financial Leadership resulting in no Proposition 2 1/2 Tax Overrides during tenure.
- Helped initiate Town organizational structure changes toward best municipal practices.
- Active liaison in local Town/Gown and Public Safety and union relations and initiatives.

**Clean Tech/Industrial Start Ups**

**AirMotion Sciences, Inc., Rockland, MA - [www.airmotionsciences.com](http://www.airmotionsciences.com) - Founder & CEO (2006-2019)**

Created business offering innovative energy saving products with unique electro-mechanical and composite features for worldwide industrial and agricultural markets. Achieved scale using outsourced sales, marketing, engineering, and manufacturing resources. Obtained US Patent 8066480.

- National and International sales through multiple distribution channels in a variety of industries.
- IMPO Magazine's IMPOvation Award Finalist - Plant Engineering's Product of the Year Finalist.

**MacroAir Technologies LLC, Colton, CA - President and Chief Executive Officer (2003–2005)**

Worldwide launch of energy saving product for supply chain, manufacturing, and agricultural markets.

- Customers included Fortune 500 (GM, Frito-Lay, Goodyear) and other large internationals.
- Successfully achieved multi-million dollar sales in first year. Highly profitable in second and third.
- Authored high-impact articles that were published in multiple trade magazines.

**Education/Behavioral Health Start Ups**

**Outside The Classroom, Inc., Newton, MA - President and Chief Operating Officer (2000-2002)**

Venture-backed e-learning and e-health start-up in higher ed, military, high school, and other markets. Achieving 75,000+ course penetration in over 100 key colleges in first year of product sales and delivery.

**Symmetry Learning Systems, Inc., Holliston, MA - President and COO, Founding Member (1999-2000)**

Science education start-up with innovative curriculum text, materials, and teacher training for grades K-8 based on latest neurological and cognitive development theories and practices. Company merged with Boston University venture at double its Series A valuation. Led Series A and B financing, and strategic partnering.

### **Specialty Retail (1995-1998)**

#### **Affiliates of Building 19, Hingham, MA - VP of Operations and CFO**

Assisted principal owner in management of 20 store specialty retail chain and separate mail order catalog.

- Increased comparable store sales 14% and reduced operating expenses 10%.
- Effected tax-free split from affiliate (valued at a significant multiple of original equity investment).

### **Sporting Goods M&A/Turnarounds (1988-1995)**

**PUMA USA, Inc., Framingham, MA - EVP & CFO** - \$100+ million branded athletic footwear and apparel company with 8,000 active accounts. Through highly leveraged management buyout, PUMA was acquired, turned around, and subsequently sold at a profit (a \$64 Million transaction returning over \$3,000 for every dollar of equity investment). As EVP, also served in CMO role.

- Improved bottom line by \$20 million in two years in company that was suffering significant losses.
- Directed \$15 million marketing and communications program, PUMA's largest ever in the U.S.
- Managed retail expansion from one company store to eleven outlets from Maine to Florida.
- Successfully defended multi-year IRS tax adjustments having a \$20 million exposure.
- Led successful EDP systems search and conversion while managing multiple distribution centers.

**Hummel USA, Inc., Framingham, MA - President** - World-class Danish brand of prestigious high-end soccer and other sports apparel and footwear marketed nationwide competing against Adidas, Umbro, Nike and others.

- Revamped and managed lean operating team and sales force of 20 independent sales rep agencies.
- Created innovative and effective marketing communications, generating profits in first year.
- Negotiated and implemented sale and license of U.S. business (worth 8 times original investment).

### **Public Accounting (1980-1987)**

#### **Coopers & Lybrand, Boston, MA - Senior Manager and CPA**

Ran audit engagements for clients operating in public, private, not for profit, domestic, multi-location, and international environments, with assets ranging up to \$10+ Billion and annual audit budgets to 35,000 hours. Industry specialties included consumer products, healthcare, biotechnology, investments, and high technology.

### **Consulting (2000-2008)**

#### **Stellwagen Capital Ventures, Inc. dba Compass Point Directions, Sherborn, MA - Managing Director**

COO/CFO advisory services and incubator for new ventures operating in unique market niche opportunities. Roles included CFO of turnaround team selected by GE Capital and other creditors of \$200 Million branded apparel manufacturer (Malden Mills) emerging from Chapter 11, COO/CFO for start-up creating and marketing educational DVD, COO role for software services start-up bringing virtual guidance and student assessment and performance tracking services to secondary and higher education markets, and other engagements.

### **Education**

**Northeastern University Graduate School of Business, Boston, MA - MBA - Finance/Accounting**  
**Bucknell University, Lewisburg, PA - BA - Psychology/Pre-Med**



Peter D. Caruso

[REDACTED], Scituate, Massachusetts 02066

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### Resume Supplement: Municipal Experience Highlights from Sherborn

Town of Sherborn, MA – 4200 Residents, \$25 Million Budget, Dover Sherborn Regional School System, Approx 50% open space, Active (and essential) volunteer participation.

- Board of Selectmen 2012-2015 (Chair 2013/14)
- Advisory (Finance) Committee Vice Chair 2006-2011.
- Member Capital Budget Committee, School Building Committee
- 495/MetroWest Corridor Partnership, Inc. - Board of Directors 2015
- Save Our Sherborn 2011-2012 - [www.saveoursherborn.org](http://www.saveoursherborn.org) - “founding” member

#### Major Efforts and Contributions:

- Hired and mentored new Town Administrator after repeated and frequent changes in TA personnel, and after our 3 member BOS had to manage the Town without any TA for over 6 months.
- Hired first full-time fire chief of on-call department.
- Authored and led successful town warrant approved by voters to build \$80,000 school emergency access road after multiple failed attempts over many years to build \$500,000 to \$1,000,000 solutions.
- Primary Liaison to Local and Regional School Leadership as Selectman and Vice Chair of Advisory, including fostering “Town-Gown” relationships and addressing key budgeting needs.
- Represented town in Dover Sherborn teacher’s contract negotiations, successfully kept within financial constraints of Proposition 2 1/2 limitations without impacting other Town budgets.
- Key proponent of innovative Police Union contract changing to Pittman scheduling and resulting in significant real and long-term cost savings to Town.
- No operating overrides during time involved in Town government.
- Instrumental in obtaining and implementing Collins Center and DOR organizational change and operating improvement recommendations.
- Led education of Town leadership and taxpayer/voters regarding challenges of unfunded OPEB and Pension liabilities resulting in commencement of OPEB funding efforts and a step away from perilous “Pay As You Go” funding practices.
- Established periodic easy to understand financial reporting to BOS by Town Accountant.
- Initiated periodic reporting to BOS by appointed committees – as one 17-year committee chair stated “This is great. I have never met with the BOS before...”
- Identified and remediated critical exposure in Towns’ insurance coverage.
- After many years of effort, effected badly needed cell tower approval and installation, settling abutters’ legal dispute and ensuring Public Safety exposures eliminated while generating needed revenues.
- Established official Town Financial Policies.
- Frequent presenter to COA and other resident groups, educating audiences on town challenges and opportunities. Active participant as Town Leader in other civic gatherings.
- Brought new level of fact-based professionalism, collaboration, collegiality, and mutual respect to a BOS that had previously experienced divisiveness amongst its members.

#### Other Community Involvement (Multiple Years)

- Satuit Boat Club, Scituate, MA - Junior Sailing Program Chair
- Dover Sherborn Soccer Club – Head Coach
- Dover Sherborn Youth Baseball – Coach
- Sherborn Cub Scouts - Den Leader
- Math and Science Substitute Teacher Natick, MA Middle and High School System (3 Years)



# Peter Caruso

## Reference Comments

*The following comments were provided by six references: a former Select Board Chair in Millville; a municipal attorney and selectman from the Town of Sherborn; a town counsel for the Town of Millville; a municipal auditor; a state Representative who serves Millville and three other communities; and a municipal attorney and Advisory Board member for the Town of Sherborn.*

- Peter Caruso has exceptional people skills and helped Millville a great deal with our finances. His private sector experience was beneficial in getting us back on track with our finances. His problem-solving skills are very good. He learns the facts before giving his opinion and he is big on gathering and using data in his decision making.
- He is good under pressure, works hard, and is always looking to learn. Our elementary school has had issues with well water for years and he took on the project and now probably knows more about the water system in that school than engineers do.
- Peter is skilled with financial management and budgeting. He can probe into the community's financial statements and put finances on the right track. He is a hard worker and enjoys using his skills and experience to help a municipality achieve its goals.
- Peter has been a blessing for Millville and really helped turn the town around financially. He is skilled at securing grant money and working with the DOR. He had to do a lot of financial and trust cleanup because he came on board after the town experienced an issue in which an accounting services consultant was charged with stealing \$47,600 from the town as well as stealing from several other communities.
- Peter implemented great policies – HR and financial, including auditing, capital expenditure, financial planning, and reserves. He also put a lot of new procedures in place in Millville.
- He has an ability to bring people to consensus. He can get people to the table to discuss issues and make compromises.
- The Senior Center was closed when Peter started in Millville; he figured out a way to fund it and he reopened it. We've a high population of seniors and it was important to them.
- Peter essentially kept Millville out of receivership. The town has come a long way with him. He came with a vision of what needed to be implemented regarding policies and procedures to get the town back on track. He helped to rebuild residents' trust in local government.
- He leads with experience; he is focused and has a strong vision for the community. I have a lot of respect for Peter. He has been able to bring on more police and fire personnel here and successfully engaged in collective bargaining with the unions.
- He has confidence in his decision making and the skills to back it up.
- I'm a former selectman and I would hire Peter as a town manager or administrator.
- Peter comes into a community with the idea of doing what is right for the town. He questions things in the right way to make sure new procedures or ideas will work.
- There's a major EPA project in Millville related to a contaminated site and dirty water that travels underground that impacts the elementary school. This has been an issue for 10 years and with Peter we were finally able to move forward with the state to take action.



- Peter can take what may be an okay idea or the germ of an idea, show the pros and cons, and make it stronger. He has his own ideas, but he can also build on the ideas of others to make even greater improvements. He is an intelligent, approachable leader.
- He brought forward innovative ideas and worked hard to advance efficiencies in Sherborn.
- He brings business standards to the administration of local government.
- When Sherborn was without a Town Administrator, he and other board members filled the gap, with Peter serving as the primary interim. He has a passion for municipal government.
- He focuses on financial trends in the budget and makes working on financial issues a priority. He is efficient, personable, thoughtful, and hard working.
- Peter is a problem-solver who is committed to getting the job done well. He can focus on the big picture while also working on the details. He has strong organizational skills. He knows how to put the pieces in place that will allow things to get done. He won't try to curry favor or grandstand. He focuses on moving things forward and achieving results.
- If there is a problem to be resolved, he will try to solve it in the fairest possible way.
- Peter is precise, careful, prepared, and honest. He is meticulous in his planning. If the money simply isn't there for something a board wants done, he will tell you the reality. He won't say what the board wants to hear if it isn't true.
- In Sherborn, he helped us to be more disciplined about what we would do. He looked at facts and analyzed the situation.
- He does the preparatory work. He doesn't indulge in guesswork.
- When he was a selectman, Peter would often do more research than the staff and would know a great deal about a project or idea being brought to the board. Staff learned to call him before bringing something to the board so they could hear his questions first and make their presentation stronger and more detailed.
- Peter is perceptive. He can see through the nonsense and noise to get to the heart of a matter. His management skills are strong. He brings a lot of private sector experience with him. He is a stable, serious, focused manager.
- He is easy to get along with and people enjoy working with him.
- Peter is a very good communicator on complex financial issues. He can explain issues in a way that helps others to understand them.
- He really righted the financial ship in Sherborn when he was on the board. The town would push override after override and add every item on the wish list to the taxes. Peter was a leader on the Advisory Committee and worked to push the town to budget responsibly.
- He could hit the ground running in any community. He understands the role of local government and of a municipal manager.
- Peter is smart and learns quickly. He has been able to take his private sector experience and use it to assist in the municipal sector.
- I don't think he's had a lot of experience with collective bargaining issues in Millville, so he might need to come up to speed with the nuances of collective bargaining and dealing with union issues on a more day to day basis. But he is a quick learner.
- He understands people and can recognize where they are coming from. He listens well.
- Peter has an entrepreneurial style and knows how to maneuver to get the desired results.
- He is good at working with teams and building morale. He can help pull people together.
- He works well with residents, boards, and committees. He knows how to work with and manage different personalities. He can bring out the best in people.



**Jennifer Constable**

**Finalist for**

**Hull Town Manager**





# Jennifer Constable, MPA

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[REDACTED], Hull, MA 02045 | 617 [REDACTED] | [REDACTED]@gmail.com

April 3, 2023

Community Paradigm Associates  
ATTN: Bernard Lynch, Principal  
1 Saddleback  
Plymouth, MA 02360

**RE: Hull MA – Town Manager**

Dear Mr. Lynch,

In response to the posting for the Hull, MA - Town Manager position, please accept my cover letter and resume for your team's consideration. I am confident you will find that my experience and accomplishments in both State and Local government directly align with the qualifications sought for the Town Manager position. You will further find that I am uniquely qualified to efficiently and successfully carry-out the *Ongoing/Upcoming Projects* as identified in the Town's *Position Statement*. My resume reflects over two decades of experience and an unparalleled commitment to the field of public administration.

While the majority of my career has been working in State government, my most recent work has been at the Local level serving as the Assistant Town Administrator (ATA) for the Town of Rockland. Rockland is a dynamic community, which, immediately prior to my hiring, had been impacted by events that deeply and negatively affected both town staff and the community-at-large. As Rockland's ATA, I have successfully carried out a variety of responsibilities all of which are reflected in my resume. However, it is relevant to highlight that one of my greatest achievements in Rockland can be attributed to my management and leadership style, which helped to guide a community through a crisis by establishing a collaborative and positive work environment, improving interdepartmental relations, increasing community engagement and communications, and restoring the community's faith in its town leadership. The experience gained during my four years in Rockland has been significant and has well-prepared me to grow into new opportunities at the municipal level.

Prior to serving as Rockland's ATA, I gained extensive experience developing and implementing policy and programs during my tenure with the Commonwealth's Department of Housing and Community Development (DHCD). Advancing through roles, including management positions, I had the unique opportunity to work, collectively, with over one hundred municipalities (both non-entitlement and entitlement) and non-profits across the Commonwealth implementing innovative federal and state policy and programs. My work included managing more than \$56 million dollars in allocations to support redevelopment projects and community investment tax credit programs in the areas of affordable housing and community & economic development. Much of this work was in response to the economic downturn and housing crisis created by the



foreclosure and abandoned properties calamity, again, demonstrating my ability to work efficiently under time-sensitive and fragile circumstances.

My State and Local experience is rounded-off with seven years serving as Hull's Chief Elected Official (Select Board Member/Chair), a role which uniquely qualifies me to step into the Town Manager position prepared and ready to lead the community and staff into the town's next chapter. As evidenced by three successful elections, I have earned the community's confidence and trust. This experience, alone, would not qualify me to serve as Town Manager, however, my professional work accomplishments coupled with demonstrated, effective leadership evidences my ability to successfully serve in the role of Town Manager. Exemplary success achieved by deploying foresight and a diplomatic approach to the often complex issues, including those facing the Town of Hull, is evidenced by my professional accomplishments. Specific to Hull, my collaborative approach has achieved community consensus leading to the creation and adoption of Hull's *Housing Production Plan, Unified Work Plan, and the Pemberton Economic Development Plan*. Collectively, these plans address issues confronting the town, such as the need for affordable housing; climate resiliency measures to protect residents, businesses and infrastructure; zoning, transportation and marketing to support the town's commercial districts; establishing and building external relationships with State and local stakeholders; and creating open space and recreational opportunities that are consistent with existing neighborhood and resident visions.

It is often said that all roads lead back to home, and while I can honestly say that I did not foresee a career path which lead to municipal work, particularly in my home community, I would be humbled and honored to lead this exceptional community into and through its next chapter. I believe my well rounded work experience together with my intimate knowledge of the community equip me with all the necessary attributes to be successful as Hull's next Town Manager.

I welcome the opportunity to discuss, in greater detail, my qualifications for the position. Thank you for your consideration and review of my resume for the Hull Town Manager position.

Sincerely,

*Jennifer Constable*

Jennifer Constable



# JENNIFER CONSTABLE

Master of Public  
Administration

Hull, MA 02045

617-

@gmail.com

[in linkedin.com/in/jennifer-constable-6888952/](https://www.linkedin.com/in/jennifer-constable-6888952/)

## Summary

Proficient and dynamic manager bringing over 20 years of versatile public sector experience, exemplary leadership and adeptness in Federal, State and Local public policy and programs. Proven track record of successful outcomes achieved through a strategic vision and collaborative approach of engaging with internal and external stakeholders.

## Core Competencies

- State and Local Level Management
- Budget Development & Fiscal Management
- Contract Development and Negotiation (Union & Non-Union)
- Human Resources & Personnel Management
- Grant Writing & Management
- Policy and Program Development
  - Community and Economic Development
  - Affordable Housing
  - Transportation
  - Climate Resilience & Clean Energy
- Strategic & Visionary Planner
- Skilled Leader, Communicator & Presenter
- Community Engagement & Outreach
- Cultural Competency

## Professional Experience

April 2019 - Assistant Town Administrator

Present

### Town of Rockland, MA

- Provide technical, project, and management support to twenty town departments, including direct supervision of Community Development & Planning and Community Services Departments
- Assists in the development of the town's annual operating and capital budget (\$74M), work collaboratively with the Town Administrator, Finance Team and Department Heads
- Assists in the development of *Rockland's Financial Policies & Procedures* in coordination with the town's Finance Team and Massachusetts Department of Local Services
- Participate in Union negotiations and related labor relations matters
- Assists with the preparation of Annual and Special Town Meeting Warrants
- Responsible for identifying & obtaining competitive grants; successful awards include, MassWorks, Brownfields, Green Communities, Local Rapid Recovery, Mass Downtown Initiative, and various Technical Assistance grants. Provide fiscal and program management on grant awards
- Lead town departments and committees in review and management of Town, State and Federal projects to ensure program and fiscal compliance with programs, including Transportation Improvement Project (TIP), Green Communities, Complete Streets, Americans with Disabilities Act Requirements, Municipal Vulnerability Plan, Hazard Mitigation and Housing Production Plan
- Oversaw the development of the Town's Master Plan in consultation with MAPC and the Master Plan Committee; subsequently responsible for its maintenance and implementation
- Responsible for the town's economic development efforts, including the development, implementation and maintenance of the Downtown Rockland Revitalization Plan and post-COVID Local Rapid Recovery Plan; successfully secured funding to develop Storefront and Facade Guidelines and Program; maintain communication and collaboration with Rockland's Downtown Management Group and the South Shore & Rockland Chambers of Commerce
- Oversee Rockland's Smart Growth (40R) District including pre-development meetings & project review; responsible for Annual State reporting
- Manage Rockland's Green Communities program, including grant application, management, and reporting
- Manage and coordinate with commercial and mixed-use development teams and stakeholders, including Southfield Redevelopment Authority & Union Point Master Developer and A.W. Perry
- Develop and maintain external relationships, including with Legislative delegation and town consultants
- Assists in preparation of Board of Selectmen meetings, researching issues, providing policy recommendations as needed
- Established and coordinated interdepartmental teams, including the town's Infrastructure Team (water, sewer, and highway), Community Services Team (Library, Recreation, Veterans Services, & Council on Aging), and Pre-Development Team (Zoning, Planning, Building and Public Safety) to improve project communication, collaboration and ability to leverage various resources
- Assist in the management of Human Resources related matters as they arise; including hiring, non-union contract negotiations and discipline matters
- Developed COVID Operations & Personnel Policy in coordination with the town's Human Resources Director

## Education and Certifications

Master of Public Administration –  
*Sawyer School of Business, Suffolk University* - May 2003

Bachelor of Arts– Cultural  
Anthropology, *State University of New York at Plattsburgh* - May 1996

Certificate in Municipal Finance  
Management Seminar -*Moakley Center for Public Management & Massachusetts Municipal Association*

Massachusetts Certified Public  
Procurement Officer (MCPPO)  
Designation - *MA Office of the Inspector General*

MasSP Manager's Program Certificate  
*Commonwealth of Massachusetts Executive Office of Health and Human Services*

*Homeland Security Investigations Citizens Academy, U.S. Department of Homeland Security*

## Professional Associations -

- Vice-President, Metropolitan Area Planning Council (MAPC)
- Member, Fiscal Policy Committee, Massachusetts Municipal Association (MMA)
- Board Member -South Shore Coalition Representative, Boston Region MPO
- Executive Committee Member, MBTA Advisory Board
- Chair, Ferry Committee, MBTA Advisory Board
- Member, Massachusetts Municipal Management Association (MMMA)
- Member, National Public Administration Honor Society
- Member, Transportation Advisory Committee, South Shore Chamber of Commerce (*past*)
- Member, Housing Advisory Committee, South Shore Chamber of Commerce (*past*)
- Select Board - Town of Hull (*past* - 3 terms) *Highlighted Accomplishments:*
  - *Unified Work Plan*
  - *Pemberton Economic Development Plan*
  - *Business Improvement District*
  - *Veteran & Gold Star Family Tax Write-Off Program*
  - *Hull ArtWalk & Garden*
- Planning Board -Town of Hull (*past*)

## 2018 - 2019 Present Liabilities to Assets Program Coordinator Commonwealth of MA - Department of Housing and Community Development

- Implement community revitalization and neighborhood stabilization pilot program structured under M.G.L. Ch. 121A (Urban Redevelopment) through acquisition and redevelopment of vacant and abandoned properties and creation of affordable homeownership opportunities across five participating municipalities
- Coordinate functions and collaboration with other State Agencies, Units and Divisions and support organizations including MassHousing and New Vue Liabilities to Assets (LTA)
- Develop Liabilities to Assets program policy and procedures
- Review and assess individual acquisition and rehabilitation projects for program compliance and goals

## 2016 - 2017 Deputy Manager, Office of Community Development Commonwealth of MA- Department of Housing and Community Development

- Manage day to day operations of Unit programs- Community Investment Tax Credit (CITC), Neighborhood Stabilization Program (NSP), and Community Development Block Grant (CDBG); including staff supervision
- Fiscal management and budgeting of CITC (\$21M) and NSP (\$52M) programs, including grant allocations and timely funding expenditures
- Provide program and policy updates to Undersecretary and Senior Management team
- Oversee annual CITC allocation, award process and program evaluation
- Developed online application and tracking system for CITC donors and grantees
- Coordinate and perform data management for Unit programs, including CITC, NSP and CDBG
- Manage external relationships with State agencies, Units, Divisions, support organizations, and grantees
- Represent Agency at workshops, public meetings and speaking engagements

## 2012 - 2016 Community Development Block Grant Program Specialist Commonwealth of MA- Department of Housing and Community Development

- Perform annual Community Development Block Grant (CDBG) application reviews and award recommendations
- Responsible for CDBG grant management and program delivery to multiple municipal grantees
- Monitor CDBG grantees for program and fiscal compliance
- Provide technical assistance to grantees
- Review and analyze quarterly and various required grantee reports
- Conduct desk and site monitoring visits and write monitoring reports
- Identify grantee performance issues and identify solutions
- Served as Affordable Housing Specialist to Office of Community Development and grantees



## Awards and Achievements

- 2016 - Performance Recognition, MAPC South Shore Coalition
- 2016 - Successful Community Preservation Act Campaign, Town of Hull
- 2015 - Commonwealth's Performance Recognition Citation for Outstanding Performance
- 2002 - Managing for Results Initiative Program Design Acceptance, Commonwealth of Massachusetts

## Systems

- Commonwealth Grant Management System (CGMS)
- Disaster Recovery Grant Reporting (DRGR)
- Plymouth County American Rescue Plan Act (ARPA) Portal
- MUNIS
- Time Matters Software

## Activities

- Rowing, Yoga, Basketball, & Cross Fit
- Half-Marathoner
- Sawyer School of Management, Suffolk University Mentor

### 2010 - 2012 Neighborhood Stabilization Program & Fiscal Coordinator Commonwealth of MA- Department of Housing and Community Development

- Responsible for managing grant contracts between DHCD and NSP-funded recipients, including municipalities, entitlement communities, redevelopment authorities and developers
- Review and assess NSP & CDBG project applications and funding requests and award recommendations
- Evaluate grantee performance for program & fiscal compliance, including performance project & expenditure timeliness
- Review and analyze grantee quarterly progress reports and related reporting
- Responsible for completing and submitting State quarterly progress report in the Federal Disaster Recovery Grant Reporting (DRGR) system
- Provide programmatic technical assistance to grantees
- Keep abreast of and communicate to grantees Federal and State policy and program guidance, alerts and changes

### 2009 - 2010 Paralegal II

#### Boston Housing Authority

- *Keeper of the Records*; process public records requests in compliance with Federal and State public records laws
- Administrator for *Time Matters* program; manage and develop protocol for document and data keeping
- Coordinated and supervised successful program upgrade for three agency departments
- Responsible for generating reports and compiling statistical information for Legal and Civil Rights departments
- Limited English Proficiency Policy committee member; contributed to drafting of agency LEP policy and procedures
- Manage Summary Process cases in initial phase; assist in Suffolk County Housing Court eviction cases, including negotiating tenant repayment plans
- Process tenant and Constable billing and reports

### 2000 - 2004 Emergency Assistance Paralegal Specialist, General Counsel's Office

#### MASSACHUSETTS DEPARTMENT OF TRANSITIONAL ASSISTANCE

- Represented the Department in administrative appeal hearings; significantly improved denied appeal rates for agency
- Consulted on Agency Emergency Assistance Noncompliance regulation review for purposes of policy compliance, analysis and development
- Recommended and drafted Remand responses to the Commissioner
- Implemented State and Federal policy by assisting attorneys in preparing and executing legal arguments for judicial review
- Maintained relations with various field offices and departments
- Conducted and reported on employee and facility misconduct investigations
- Attended procurement meetings; compiled minutes for legal review



# Jennifer Constable

## Reference Comments

*The following comments were provided by five references: the Human Resources Director for the Town of Rockland; the Town Administrator of Rockland; the Executive Director of a regional planning organization; a former colleague at Mass. Housing & Community Development; and an individual who serves as the Chair of the Southfield Development Authority and the President of the Rockland Firefighters Union.*

- Jennifer Constable is able to step in for me as Town Administrator on any matter, finance, planning, personnel management, human services, strategy, etc. She is highly skilled and has brought a lot of stability and professionalism to Rockland.
- She directly manages four departments and is capable of managing all departments and has done so as interim and when I'm away. She is skilled at planning, project management, procurement, Green Communities, and grant writing and administration. She secured a \$1 million MassWorks grant for our main roadway which will aid in economic development there. She was instrumental in gaining ARPA funding via Plymouth County and the federal government. Jen is a strategic thinker who can break the overall goal down into the steps you need to take to get there. She is the point person on a 40R District recently approved here, reaching out to developers to encourage them to come to Rockland which will help bring in additional revenue. She is overseeing the feasibility study for a new Rec Center; she's engaging with the architects and staff to keep everything on target.
- She has a lot of experience dealing with different, and with difficult, personalities. She is not reactionary and she's good at defusing tense situations. She doesn't shy away from difficult situations; she lets people talk and vent and has a calm and thoughtful response.
- Jen has exceptional communication skills. She can connect with anyone in a variety of circumstances from a resident walking in with a concern to a press inquiry to a Town Meeting presentation. She can answer questions "on the fly" with accuracy and draw upon facts and information to meet the needs of the interaction.
- Jen has a way about her; a demeanor that enhances her credibility. She is excellent at developing teams and leading staff.
- One of Jen's strengths is her ability to foresee and anticipate the short- and long-term needs of the community. She can identify the staff that will be needed as well as the resources and funding and the sources of funding that are available.
- Jen oversees the Community Services offices in Rockland, including the Library, Recreation, COA, and Veteran's Services. She has regular meetings with these departments. She coaches each department head to be better and we have received great feedback on her efforts.
- Jen has done extensive work on economic development. She has focused on the revitalization of downtown Rockland. She connected with a variety of stakeholders including residents, business owners and local officials. She developed a process to prioritize efforts, a project plan and scope, and prepared the grant applications.
- Her management style is adaptive. She can be a part of a team and work collaboratively or, when necessary, she can lead and provide direction and oversee staff completion of assignments. She is detail oriented and a very good planner. She writes great policies. She is approachable in every leadership situation.



- Jen is not conflict avoidant but can address difficult situations head on in a way that is direct but not derogatory. She had to deal with an individual that made an inappropriate comment at a public ceremony. She took the individual aside and asked the individual if they knew why “we were here today” and pointed out the comment was inappropriate. The individual acknowledged they had behaved inappropriately, and Jen addressed it in a way that did not upset anyone.
- She doesn’t just point out a problem; she offers solutions. She is an incredible grant writer. She possesses the technical skills to write a grant, but she also knows how to present a grant in the most favorable way and who to send it to in order to obtain funding.
- She has not had the chance to be in the lead on budget issues in Rockland but has worked closely with the budget team the last two years and definitely has the skillset to be the leader.
- Jen came on the job when Rockland was in crisis. She filled the gap as interim Town Administrator for six weeks after only being in Rockland for a month. She was great with the Board, Town Hall staff, and the media. She made it a priority to keep staff informed about what was happening so that staff would feel supported. She was very comforting to the staff who were uneasy.
- She also played a major role in responding to COVID, playing a leading role on the COVID Task Force. She worked with Human Resources to comply with the federal Families First Coronavirus Recovery Act requirements. She identified what the town needed, where we could get it and how do we pivot when the new federal regulations come in. She wrote the town’s telecommuter policy and developed the IT plan identifying who needed laptops to work remotely.
- Jen created infrastructure meetings between DPW and Water and Sewer Departments so work would be coordinated. She built lines of communication that had been missing for years.
- When the Human Resources Director was absent for five months, Jen stepped in and covered for the department. She did performance evaluations and plans, employee onboarding interviewing and other personnel matters on top of her other duties.
- She is ready for the next step. Her departure will have a huge impact on Rockland. She has not only worked to rebuild Rockland’s economy, but she has also worked hard to change the culture in the Town Hall. She has helped improve morale.
- Jen has been a breath of fresh air. She has been great to work with on economic development. She is very organized, easy to communicate with and very knowledgeable.
- She understands the importance of economic development, does a good job of promoting it and is not afraid to think outside the box to find solutions.
- She is very good at collective bargaining. She is stern but fair. She works with the union, not against it and always focuses on what is best for the town.
- Jen looks at the needs of the entire community not just one aspect of it. We are short staffed here; Jen is in an executive position, but she also rolls up her sleeves and gets work done.
- She has learned from efforts that did not work. A large development that she worked on failed badly at Town Meeting. But Jen learned the importance of listening and trusting others and incorporating different views into a plan. This has raised her skills to another level.
- Jen excels under pressure. She thinks things through, is levelheaded, and concise in her communications with town employees and residents.
- It is bittersweet to be a reference for Jen. We will be losing a very valuable team player to another community and there will be a large gap to fill in Rockland. She will be a valuable asset to Hull, the town’s residents, employees, and the Board.



**Thomas Guerino**

**Finalist for**

**Hull Town Manager**







## Hull Town Manager Search

**FEBRUARY 12, 2023**

The Honorable Search Committee  
Town of Hull  
C/O Community Paradigm Associates,  
Inc. .

Thomas M Guerino

Vernon, VT 05354

@gmail.com

(508)

VIA ELECTRONIC MAIL [apply@communityparadigm.com](mailto:apply@communityparadigm.com)

Dear Town Administrator Search Committee:

Please accept this brief statement of qualifications as an indication of my objective to be chosen the next professional Manager for the Town of Hull, as advertised in the recruitment profile provided by Community Paradigm Associates, Inc.

As the enclosed resume indicates, I have enhanced my credentials and have held increasingly responsible professional positions. Currently, I am serving as the Director of the Greenfield, MA Housing Authority and Greenfield Housing Associates, Inc., a housing development NFP that works adjunct and in cooperation with the Housing Authority. This position offered me the opportunity to remain close to home during the depth of the COVID 19 pandemic, being asked by the Chair of the Commissioners for the GHA to help with some personnel and organizational issues that needed resolving. These positions have provided me with the ability to develop new affordable housing in a very tight housing market and work with the City and other agencies in the conceptual development of new housing opportunities. The GHA is aware that I will pursue selected municipal management opportunities as ones that interest me arise. Also, know that I will have a residential commitment as is necessary for the position.

I currently also assist the Town of Wareham in a consulting capacity to the Town Administrator, by conducting a thorough review of the organizational and financial status of the Wastewater Department/ARPA Funding procedures and application for funding through Plymouth County/Fibre Optic roll out and bidding for municipal and school facilities, including project management of all contracted construction/planning services. I also recently served as an Interim Town Administrator in a rural community on a part-time basis. Until September of 2019, I served as the Town Administrator for the Town of Bourne (February 17, 2005 - September 30, 2019). I have served as a Massachusetts and Vermont Municipal Administrator, Economic and Community Development Director, and as a consultant to municipalities and non-profit agencies to conduct goals and priority scoping sessions and classification programs. I have recently declined offered positions or withdrawn from consideration from municipalities, in anticipation of the Town of Hull's vacancy.

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

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

The Town was also deeply involved with finding creative ways to provide new market rate, affordable and workforce and 55+housing units I also served as the Chair to the Cape Cod Regional Transit Authority and was a member of the Barnstable County Substance Abuse Council and the initial "BIG FIX working group through the Cape Cod and Cape Cod Canal Chambers' of Commerce. Coastal resiliency issue and long-term infrastructure projects were also of priority in Bourne at the time of my tenure.

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

Also, as noted within my resume, I have been involved in both exempt and non-exempt negotiations, prepared grant and compliance reports for state and federal agencies, served both a hearing officer and appealer, and have worked within the parameters of local, state and national policies. I am also experienced in the management and functioning of municipally owned marinas. I am keenly aware of the issues surrounding affordable housing and lack of permanent affordable and workforce level housing opportunities throughout the Barnstable County and the Commonwealth. I also have served as a representative to the MPO (in Barnstable County). The current need to find assistance and flexibility to local business is also a major concern due to the aftermath and the difficulties related to the Covid and related pandemic concerns. I have also worked with many Massachusetts and Federal Departments and agencies and am quite familiar with Massachusetts state Government (EOHCD, DOR, DEP, MDOT), having worked with many during my tenure as an administrator and MRDC Director in the Commonwealth. I am familiar with Mass. MGLA Chapter 30B, 32B, 40B, etc.

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

Page 3

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**

**Vernon, Vermont 05354**

**[@gmail.com](#) 508-**

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

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

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

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

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

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

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

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

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

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

### **OTHER PROFESSIONAL EXPERIENCE**

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

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

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

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

Municipal Manager/Economic Development Director

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

**Massachusetts Municipal Circuit-Rider Administrator**

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

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

### **COMMUNITY SERVICE**

Selectboard member - Town of Vernon - current

City of Greenfield, MA - Community Preservation Committee - current

City of Greenfield - Police Department promotional assessment panel

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

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

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

Bourne Financial Development Corporation

Barnstable County Substance Abuse Council (Past member)

Vernon VT Selectboard member

Brattleboro American Legion Concert and Parade Orchestra/Band





# Thomas Guerino

## Reference Comments

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

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



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

