

SELECTMEN'S MEETING
Monday, August 20, 2018
Town Office Building, 1625 Mass Ave. Selectmen's Meeting Room
3:30 PM

AGENDA

ITEMS FOR INDIVIDUAL CONSIDERATION

- | | |
|---|-----------|
| 1. Preparation for Interviews of Town Manager Candidates | 3:30 p.m. |
| 2. Interview Town Manager Candidates | 4:00 p.m. |
| <ul style="list-style-type: none">• 4:00 p.m. Stephen Crane• 5:00 p.m. Peter Lombardi• 6:00 p.m. James Malloy | |
| 3. Deliberation and Potential Vote to Select New Town Manager | 7:00 p.m. |
| 4. Discussion of Schedule and Steps for New Town Manager Contract | 8:30 p.m. |

ADJOURN

A Board of Selectmen meeting, related to Town Manager Selection, is scheduled for Tuesday, August 21, 2018 at 9:00 a.m. in the Selectmen's Meeting Room, Town Office Building, 1625 Massachusetts Avenue.

The next regularly scheduled meeting of the Board of Selectmen is scheduled for Monday, August 27, 2018 at 7:00 p.m. in the Selectmen's Meeting Room, Town Office Building, 1625 Massachusetts Avenue.

Hearing Assistance Devices Available on Request

*All agenda time and the order of items are approximate and
subject to change.*



AGENDA ITEM SUMMARY

LEXINGTON BOARD OF SELECTMEN MEETING

AGENDA ITEM TITLE:

Preparation for Interviews of Town Manager Candidates

PRESENTER:

Alan Gould, MRI

ITEM NUMBER:

I.1

SUMMARY:

Review procedure for interviewing candidates

SUGGESTED MOTION:

N/A

FOLLOW-UP:

DATE AND APPROXIMATE TIME ON AGENDA:

8/20/2018

3:30 p.m.

AGENDA ITEM SUMMARY

LEXINGTON BOARD OF SELECTMEN MEETING

AGENDA ITEM TITLE:

Interview Town Manager Candidates

PRESENTER:

Board Interview

ITEM NUMBER:

I.2

SUMMARY:

Interview Candidates for the Town Manager .

SUGGESTED MOTION:

N/A

FOLLOW-UP:

DATE AND APPROXIMATE TIME ON AGENDA:

8/20/2018

4:00 p.m.

ATTACHMENTS:

Description	Type
☐ Crane - Submission Documents	Backup Material
☐ Crane - Essay Responses	Backup Material
☐ Lombardi - Submission Documents	Backup Material
☐ Lombardi - Essay Responses	Backup Material
☐ Malloy - Submission Documents	Backup Material
☐ Malloy Essay Responses	Backup Material
☐ TMR Essay Questions	Backup Material

Stephen J. Crane, M.P.A.

July 8, 2018

Lexington, MA – Town Manager Search
Alan Gould, President
Municipal Resources, Inc.
120 Daniel Webster Highway
Meredith, NH 03253

To Whom It May Concern:

I write to apply for the position of Town Manager for the Town of Lexington. As the enclosed résumé shows, my combination of skills and experience in government over the past 20 years, including 9 as a municipal manager, uniquely qualifies me to be the next Town Manager.

Throughout my tenure as a municipal manager, I have consistently pursued excellence and demonstrated progressive leadership. Like Lexington, Longmeadow is a premier community with world class schools; an educated, engaged citizenry that cares deeply for the community and has high expectations of its local government; a high bond rating; and a talented team of municipal employees who are committed to serving the town to the fullest extent of their abilities. The similarities of the two communities are many but Longmeadow has the added challenge of being a direct suburb of Springfield--a challenge I have met by forming strong regional partnerships and close working relationships with municipal leaders in neighboring communities. Additionally, my prior legislative experience helps me serve open Town Meeting, as well as volunteer boards and committees, and facilitate their important roles in local governance.

In addition to my role as Town Manager, I also serve as Director of Planning and Community Development for Longmeadow. In this capacity, my significant experience in economic and community development from managing major projects in both Lowell and Worcester has enabled me to ensure that planning and redevelopment projects benefit the community while maintaining Longmeadow's character. Of note is the recent creation of the first District Improvement Financing (DIF) district in western Massachusetts and the first DIF to include two towns in the history of the program. Educating the community about this project, and many other important initiatives, has been aided by the total overhaul of the Town website and Facebook page as well as the positive working relationships I have forged with local media outlets--including the Springfield television stations.

Like Lexington, Longmeadow is continually striving to innovate and plan for a brighter future while celebrating the town's rich history. It takes a special Manager to consistently succeed in that environment and fulfill those high expectations. I look forward to discussing how I have been successful in Longmeadow and why I will be a great fit for Lexington.

Sincerely,

Stephen Crane

Enclosure

Stephen J. Crane, M.P.A.

PROFESSIONAL EXPERIENCE

The Town of Longmeadow, Massachusetts

Town Manager

Longmeadow, MA

April 2013 to Present

- Perform Chief Executive Officer duties including appointment and management of all Town employees, negotiation of contracts, and the administration of all day-to-day operations.
- Responsible for dissemination of public information, intergovernmental relations, planning and community development, risk administration, procurement, and collective bargaining.
- Prepare and submit to the Select Board the annual municipal budget, capital improvement plan, long-term financial plan, and other fiscal policies.

The City of Lancaster, Wisconsin

City Administrator

Lancaster, WI

June 2009 to March 2013

- Performed Chief Administrative Officer duties including management of all City employees, preparation of City Council agendas, coordination of procurement including direct approval of expenditures up to \$25,000, and the administration of all day-to-day operations.
- Responsible for economic development initiatives, dissemination of public information, intergovernmental relations, strategic planning, personnel matters, and collective bargaining.
- Prepared and submitted to the City Council the annual municipal budget, the five-year capital improvement plan, the long-term financial plan, and other fiscal policies.
- Provided stewardship of City assets including the Lancaster Municipal Airport, the Lancaster Municipal Golf Course, and the Water, Wastewater, and Stormwater Utilities.
- Served as ex officio member of and administrative support for all City boards and commissions.

The City of Worcester Executive Office Of Economic and Neighborhood Development Economic Development Division

Special Projects Coordinator

Worcester, MA

December 2006 to June 2009

- Coordinated the planning, design, and construction of special projects including the Worcester Blackstone Visitor Center, the Blackstone Gateway Park, the Blackstone Valley Heritage Bike Trail, and the Blackstone Canal replication.
- Facilitated the creation of economic development policies for the City including the North Main Economic Development Strategy, the Comprehensive Economic Development Strategy (CEDS), the Greenwood Street Landfill/Quinsigamond Village Taskforce, and the Economic Development Division Strategic Planning project.
- Represented the City Administration on committees with other governmental agencies and private organizations including the Blackstone Valley Partnership, the Utility Coordination Committee, the MBTA Advisory Committee, the Central Massachusetts Metropolitan Planning Organization Advisory Committee (Co-Chair), and the Route 146 Citizens Advisory Committee.
- Assisted with the implementation of the South Worcester Industrial Park project by negotiating the acquisition and disposition of real property on behalf of the City, managing City-owned assets, facilitating the abatement of hazardous materials and environmental contamination in the project area, and developing an expedited permitting process for priority development sites.

The City of Lowell Office of the City Manager Division of Planning and Development

Urban Renewal Project Manager

Lowell, MA

August 2001 to December 2006

- Managed two urban renewal plans, the Acre Urban Revitalization and Development Plan and the Jackson/Appleton/ Middlesex (JAM) Urban Revitalization and Development Plan, and the redevelopment of the Tremont Power House.
- Promoted development opportunities in the City and coordinated development efforts with other

governmental agencies and private organizations.

- Negotiated acquisitions and dispositions of real property on behalf of the City and represented the City Administration in public meetings.
- Identified, pursued, and managed funds for the urban renewal plans and administered contracts for professional services related to plan implementation.
- Prepared reports, budgets, memoranda, correspondence, and other documents as required.

United States Representative Gerald D. Kleczka

Legislative Assistant

Washington, DC

June 1998 to May 2001

- Responsible for tracking legislation, responding to constituent concerns, and briefing the Member on issues including banking, crime, defense, education, foreign affairs, housing, immigration, judiciary, privacy, small business, and Social Security.
- Assisted the Member in developing legislation and drafting amendments on major policy issues of interest to Wisconsin, particularly in the area of personal information privacy.
- Represented the Member in meetings with constituents, Congressional committees, Federal agencies, and lobbyists.
- Worked with press secretary on the dissemination of information through press releases, newsletters, and columns appearing in local newspapers.

Government Relations, Inc.

Legislative Associate

Washington, DC

January 1997 to June 1998

- Represented clients in Congressional hearings, meetings with Members of Congress, Federal agencies, and various state and local governmental associations.
- Tracked legislation, advised clients on the impacts of legislation, and worked with Congressional staff on developing appropriate policies for clients of the firm.
- Researched and prepared weekly and monthly reports on relevant current events, especially with regard to technology, the environment, transportation, and infrastructure.

United States Senator John F. Kerry

Legislative Correspondent

Washington, DC

July 1996 to January 1997

United States Representative Martin T. Meehan

Intern

Washington, DC

June 1995 to June 1996

EDUCATION

Master of Public Administration, The George Washington University

1997

Concentration: *Managing State and Local Organizations*

Awards: *Career Development Award; Faculty Alumni Scholarship*

Bachelor of Arts, Syracuse University

1995

Major: *Political Science; Spanish Language and Culture*

Awards: *Dean's List 1993-1995*

AFFILIATIONS

- International City Managers Association (ICMA)
- Massachusetts Municipal Managers Association
- Chair, Board of Directors, Western Massachusetts Emergency Communications Center

SKILLS

- Highly developed leadership, communication, management, negotiating, and analytical skills.
- Computer skills include GIS; Microsoft Excel, Word, PowerPoint; Wordpress; and Adobe InDesign.
- Proficient in the Spanish language.

LEXINGTON, MA TOWN MANAGER RECRUITMENT ESSAY QUESTIONS

1. The Town of Lexington has an intriguing mix of development initiatives geared towards providing additional commercial tax revenues while striking the balance of maintaining the culture, historic heritage and high quality of life desired by its residents. Through some creative and targeted zoning initiatives, Lexington has become a regional leader in attracting world class life science companies, adapting its downtown streetscape to enhance and entice small business development and aggressively pursuing visitor tourism dollars by accentuating and promoting its historical prominence in Massachusetts. Please provide us with your experience, if any, in taking a leadership role in each of these initiatives in your work history and if not please discuss how you would immerse yourself in the role of advocating for and advancing this evolving and challenging long term economic development vision in the community.

One of the many benefits of having worked in rural, suburban, and urban environments is a breadth of experience, as well as a history of success, in planning and economic development that is uncommon. I have successfully facilitated economic development projects and master planning initiatives in every municipality where I have worked. The types of projects cuts across the development spectrum: historic preservation, community visioning, artist live/work space, municipal facilities, neighborhood stabilization, industrial redevelopment, streetscaping/complete streets, airport expansion, urban renewal, business development, and more.

The approach I will take as Town Manager will be informed by the almost-20 years of experience in local government and enhanced by my leadership, communication, and design skills. Most importantly, I will build on Lexington's amazing success in maintaining its character by managing change, not preventing it. Central to this approach will be developing collaborative relationships with stakeholders from the business community, regulatory boards and committees, regional economic and municipal partners, and local realtors who often have valuable insight into the factors that help sustain property values.

In my experience, economic development, like master planning, takes on different forms and meanings in different communities. In Lowell and Worcester, attracting employers and residents to urban centers was a primary goal and therefore much of the effort went into "live, work, play." In Longmeadow, where I also serve as Director of Planning and Community Development, home sales are the primary economic activity so the quality of the school system is a focal point. For all communities, the local government must provide consistent, high-quality services and maintain infrastructure assets to set a solid foundation upon which the right economic development strategy can be built. One essential ingredient is developing strong partnerships with the private sector to both support and retain current businesses; many private businesses repay that support by being a resource for the Town as it works to advance broader community development goals.

One recent example in Longmeadow is the creation of a District Improvement Financing (DIF) district in partnership with East Longmeadow. A new medical office building is being constructed and

a managed care facility is being expanded on the adjacent parcel. The town line crosses between the two projects so at project inception, I led the effort to have the Planning Boards of both towns work jointly to review the site plans as if they were a campus and no municipal boundary existed. The new tax revenue generated will fund a major corridor improvement, which has been needed for many years, which impacts both communities. The DIF district is the first in Western Mass and the first two-town DIF in the history of the program.

2. Lexington has a strong commitment to promoting and engaging its diverse social and economic demographic in its local government, institutions, community organizations and social affairs. To that end, the current Town Manager and most recent School Superintendent established a Diversity Advisory Task Force, with the strong support of elected officials, to bring this issue into the public discourse within the community. As the new Manager, how would you embrace, promote and implement this concept in Lexington? What would be your plan of action to diversify the Town's workforce to better reflect the evolving demographics of the community?

As a freshman at Syracuse many years ago, I was nominated to be a founding member of a group of students who studied and discussed multiculturalism as a means of building understanding. From that formative experience through today, embracing cultural and personal differences has been a both prominent and rewarding part of my career. As a manager, I strive to promote diversity in the organization whenever possible. When hiring, it's important to appoint the most qualified person regardless of demographic characteristics. Therefore, it is essential to attract candidates from diverse backgrounds for consideration, which can be challenging even when advertising for jobs in a diverse city like Springfield. I also strive to maintain an open and welcoming work environment, which has helped Longmeadow establish a reputation as a desirable employer.

When providing customer service, employees must respect and embrace the different perspectives of both residents and coworkers. As the Lexington Town Manager, I will work with the Superintendent and the Diversity Advisory Task Force to achieve a deeper understanding of the expectations and perspectives of our customers. That understanding will inform techniques to provide more responsive services in way both large, such as holiday observances, and small, including translations of official documents. I will also continue to be an approachable, respectful person and use the lessons learned many years ago about diversity to develop strong relationships with coworkers and community members.

3. As stated in the Challenge Statement issued by the community, Lexington is a very desirable community to live, raise a family and work. This "desirable" status has provided a challenge for the town in maintaining and in some respects increasing services to a population that is experiencing the "aging in place" conundrum many Boston suburbs are facing. A growing school population, inflationary impacts on housing prices, lack of affordable housing options for senior residents seeking to downsize and overall infrastructure needs going forward are driving the tax burden on all Lexington residents. Explain 3-4 initiatives you have undertaken in your current or prior positions to

improve the efficiency of Town operations or provide services to that segment of the community that may have limited income.

Like Lexington, Longmeadow is also a desirable community; indeed, it is the premier community in Western Mass. The property values are not comparable to Eastern Mass but, because the town is mostly built out and has a small amount non-residential development, the tax rate is the highest in the Commonwealth. Therefore, the pressure to provide excellent services in the most cost effective manner is intense. Facilitating the ability for seniors to remain in their homes stabilizes the real estate market, maintains the fabric of the community, and mitigates the expansion of the school budget.

Over the past five years, I have worked closely with the senior community to study, plan, and design a new adult center, for which voters approved \$14 million in June. Another initiative that I am leading is an effort to combat loneliness and isolation in the senior community. Even in a town with relative affluence, there are those who are living in desperate conditions that are only discovered, unfortunately, when there is an emergency situation. By working with local houses of worship and a prominent senior living facility, I hope to connect those who are living in isolation with their neighbors and, if necessary, municipal services before their living conditions deteriorate. This effort will complement the Age and Dementia Friendly programs that Longmeadow is currently implementing.

As noted above, Longmeadow must make careful choices to sustain its quality of life with limited taxing capacity. Fortunately, its history of sound financial management has earned an excellent bond rating and allowed Town Meeting to support needed investments. These include the new adult center, a new DPW facility, a new, state-of-the-art high school that opened in 2014, and an operating budget that supports the highly ranked school district and provides excellent municipal services. The cumulative effect of these factors is a stable real estate market that preserves the wealth of seniors who have been in their homes for many years.

4. The Lexington Town Manager has the responsibility to recommend an annual operating and capital budget as well as a financing plan to the Board of Selectmen and then to the Appropriation Committee, Capital Expenditure Committee and Town Meeting Members. In order to understand the breadth and depth of your municipal budgeting experience would you please describe your philosophy, approach and/or background relating to the following:

A. Developing revenue forecasting models for one year and five years,

As noted above, Longmeadow has the highest tax rate in the state and is approaching the mil rate cap of \$25 (not including excludable debt). Using conservative budget and valuation assumptions, I worked closely with the Finance Director to develop a spreadsheet to model the next 10 years of levy projections. The model currently shows that Longmeadow will hit the cap in 2023, so we developed the document to have the flexibility to show how changes

in property values and expenditures could impact that date. The model was developed in conjunction with the creation of the Tax Ceiling Task Force comprised of members of the Select Board, School Committee, municipal unions, the Finance Committee, and residents. The focus on the impending tax ceiling helped create consensus that annual tax increases need to be less than the 2.5% allowed under the law.

B. Developing an operating budget, enterprise budgets, within the constraints of Prop. 2 ½,

The Town Charter requires the Town Manager to prepare the Town budget and submit it to the Select Board for consideration; the Select Board's Town budget is placed on the Warrant for Town Meeting's consideration. The last budget presented to Town Meeting that I did not prepare resulted in a conflict between the Select Board and School Committee. The budget was amended on the floor by a resident to give additional funds to the Schools without any offsets so Town Meeting was dissolved with an unbalanced budget. After observing that conflict, I committed to working with the School Superintendent so that the Town Manager's budget would be submitted to the Select Board with the needs of all departments carefully balanced within the limits of Prop 2½. I also instituted the Government Finance Officers Association (GFOA) budgeting best practices that have earned the Town an award from GFOA three years running.

Additionally, the budget process begins in October with a joint meeting of the Select Board and School Committee. At this meeting, a presentation of budget assumptions is co-presented by the Finance Director and the Assistant Superintendent for Business. This meeting, which started as part of budget process changes I initiated, starts everyone on the same page. Not surprisingly, this collaboration has resulted in no operational overrides being proposed during my tenure in Longmeadow. Most recently, the FY19 Town Manager's budget was submitted to the Board using less than the full levy amount for the first time in many years to slow the growth in the tax rate. The budget was presented to Town Meeting unaltered and, like the two prior budgets, approved unanimously.

With limited new growth and very little general fund flexibility, enterprise funds and service fees play an important role in Longmeadow's finances. Although Longmeadow operates a water and sewer utility, the Town is a customer of the Springfield Water and Sewer Commission so the wholesale rates are outside of the Town's control. The Select Board, which sets the rates for Longmeadow's customers, prioritizes maintaining reasonable reserves and minimizing both rate increases and fluctuations. Last year, the Town established a stormwater enterprise fund that will absorb some of the current costs associated with stormwater management currently borne by the general fund. The Town also operates an EMS service that

generates revenue that, among other things, funds Fire Department vehicle replacement. With all of these funds, I employ sound business practices to ensure tax payers and rate payers alike are getting the maximum value for their money and that the funds enhance the Town's financial health.

C. Developing an annual capital budget and a five year capital improvement plan,

Like the annual budget, the Charter requires the Town Manager to prepare both a five year and an annual capital improvement plan for review by a volunteer Capital Planning Committee (CPC) that recommends the annual plan to the Select Board. The capital plan is governed by a Select Board policy that establishes the percentage of general fund revenue that should be committed to projects and sets priorities. The biggest challenge with capital planning in a community with open town meeting is the limited opportunities to receive appropriations, which leaves little margin for errors in the planning process. Projects with bid amounts higher than the appropriation may be delayed for months until the next Town Meeting and projects that run into unexpected cost overruns may need to either use funding already allocated to another purpose or require a special town meeting. Another challenge, especially in developing the five year plan, is the displacement of scheduled needs by equipment failures, infrastructure collapses, and other emergency situations.

To better meet these challenges, I have worked closely with the CPC to implement several reforms to the capital planning process that have reduced budget shortfalls and cost overruns, improved the accuracy of the five year plan, and more effectively managed surprises. Longmeadow has also adopted the Community Preservation Act (CPA) that has contributed significantly to maintaining and improving parks, playgrounds, and historic municipal buildings. Another innovation has been close collaboration between the CPC and CPA Committee so important projects are funded and resources are used efficiently. Like the annual budget, the capital plans presented at Town Meeting closely match the Town Manager's plan and have enjoyed overwhelming support from voters.

D. Knowledge of and experience with capital planning and financing, particularly Prop. 2 ½ Debt Exemptions, school construction projects and the Massachusetts School Building Authority, etc.

At the time of my appointment in Longmeadow, the new high school was under construction so I immediately stepped into a decision-making role for the project as a member of the School Building Committee. My project management experience was valuable in making a seamless transition to the Committee. From reviewing and approving change orders to negotiating the final payout to the general contractor, my efforts positively impacted the project despite joining it at the mid-point. I have also supported the School Department in the

preparation of a Statement of Interest (SOI) for a new middle school by updating condition assessments for the current facilities that were last done in 2008.

With regard to debt exclusion votes, as noted above voters approved \$22 million for a new DPW facility in 2017 and, in 2018, voters approved \$14 million for a new senior center. Once again, my project development and management experience was essential to helping the dedicated volunteer committees, along with the Select Board, bring both efforts from concept to construction. Each project is distinct but both included controversial site selection processes, substantial public education about the importance of the DPW and Council on Aging, and responsible management of the design process to ensure that the buildings will meet Longmeadow's needs today and into the future.

E. The Selectmen have the goal of a balanced and sustainable budget, without a Prop. 2 ½ Operating Override, how would you develop a budget to address this request?

As mentioned, despite constant fiscal pressure, the Town has successfully balanced the needs of all departments, maintained current service levels and, in some cases, expanded them without negatively impacting the budget and without an operational override. I have also presented several new options for revenue including the aforementioned stormwater utility, leasing a Town parcel for a new cell tower, increasing the number of grant awards, and reviewing the fee schedules annually to keep current with inflation. Additionally, I have been a regional leader in pursuing shared services, including the formation of a regional dispatch district, bidding the solid waste/recycling contracts in partnership with other communities, and the DIF district mentioned earlier. Looking ahead, I will continue the GFOA best practices to preserve Longmeadow's quality of life by not funding recurring expenses with one-time revenue, by maximizing value in all municipal operations, and by applying sound business practices to evaluate current service levels and options for both insourcing and outsourcing.

5. The next Lexington Town Manager will follow in the footsteps of a municipal professional who is retiring after 13 years. As the new Manager how would you:

A. Establish your own leadership and management presence?

In many high profile jobs, the next person is often compared to their predecessor. As a result, there will be the temptation for some to think an approach is wrong if it is merely different. The most important thing for the next Manager to do is to honor and learn from the prior Manager's performance but avoid trying to be someone they are not. In my case, I am confident that I have the technical competence to serve as the next Town Manager; nevertheless, I hope to learn how to be a better Manager by following in my predecessor's footsteps while highlighting my own strengths. Also, I have been fortunate in my career to be surrounded by a cadre of deeply committed, seasoned department heads. I have also had the

opportunity to develop and mentor first-time department managers. I have established my leadership position with both types of managers primarily by asking questions, deferring to their judgment on technical issues, and publically supporting them.

B. Evaluate the senior management team that is in place?

The work of a Town Manager is complicated and demanding. Managers do not often enjoy the luxury of a probationary period or “freshmen orientation” during which time he or she could develop trust with the department heads and other key staff. Therefore, I place my trust in my coworkers upfront and work every day to maintain that trust. My relationship with the department heads, as well as all employees, starts with clear, consistent boundaries and expectations. In Longmeadow, I meet frequently with department heads to ensure that those boundaries remain intact and concentrate on both how and how often I communicate with them. It is through that direct communication that I will get to know my coworkers personally and observe how they handle challenges, opportunities, and each other.

C. Address any conflicts brought to your attention within your first 100 days?

On my first day in Longmeadow I was asked to impose a multi-day suspension on an employee I had never met based on the recommendation of the supervisor and department head. In collecting facts about the incident, I asked many questions, listened intently to the answers, and carefully read the collective bargaining agreement that covered the employee. I engaged the managers in a dialogue about the merits and risks associated with a range of approaches to the issue. Perhaps most importantly, I asked them to tell me their preferred option. Lastly, I trusted my moral compass and made the difficult but necessary decision. This approach, which has been highly effective, is the foundation I will use to address conflicts both early in and throughout my tenure in Lexington.

D. Engage with and get to know the needs, wants and desires of the Lexington community?

There are many common traits among communities even if they seem very different. Because of my many years of municipal experience, I can quickly identify the characteristics that Lexington shares with other communities and assess the variations that are unique. I will endeavor to be an approachable presence in the community and get to know the specific expectations people have of their local government. In my experience, detailed conversations with community stakeholders are one of the best ways to get to know a town’s personality. I will also research how community priorities have been reflected in Town Meeting decisions, budget trends, boards/committee missions, and local media coverage.

E. Establish your “on boarding” plan for your first year

In my first year as Town Manager, I will prioritize getting out of the office regularly and meeting both employees and residents where they are. I will also establish regularly scheduled individual meetings with the Board members, the Superintendent, large employers, community associations (Chamber of Commerce, CPA, etc), and attend meetings of board and committees, especially the School Committee, Appropriation Committee, and Planning Board, to both introduce myself and build a strong collaborative relationship. I would also request a special meeting to review the Selectmen’s goals so I can fully understand why they are important, what goals have had success, and what goals have encountered obstacles. I will also create a work plan similar to the one I have developed in Longmeadow that ranks tasks, assigns responsible parties, and sets deadlines.

July 7, 2019

Lexington, MA Town Manager Search
Attn: Alan Gould, Municipal Resources Inc.

To whom it may concern,

Thank you for considering my application for the Lexington Town Manager position. With its well-established reputation as one of the pre-eminent municipalities in the region, Lexington is distinguished by its participatory governance ethos and its exceptional school system. As an organization, it is widely respected for its integrity and professionalism. These qualities, among others, are what sets Lexington apart and what would make building on that legacy such an honor.

I have always lived and worked in the communities in our Commonwealth that have a shared commitment to showcase and preserve their natural beauty, unique history, and rich cultural heritage. Lexington exemplifies these ideals, which is why this opportunity is so personally compelling. I am passionate about the prospect of leading an organization that reflects a community's values and makes a positive, lasting difference in the lives of its residents. I value communication and collaboration and I would give high priority to these core values in my role as Town Manager. I believe that my leadership style and professional competencies are well aligned with this landmark opportunity to serve the Lexington community and uphold its tradition of progressive municipal management.

Financial Management

In developing Wenham's \$19M annual operating budget and leading it through to approval by Town Meeting, I employ a consensus-building approach involving all relevant stakeholders. Working within the budget constraints of a predominantly residential community, I have instituted a long-range forecasting model that is annually reviewed at the start of the budget building process to establish expectations and set priorities. As a member of a two-town regional school district, Wenham's budget process has been structured to balance increasing financial pressures resulting from a recent shift in student enrollment with trying to ensure that the district has sufficient funding to continue to deliver the exceptional educational services and programs for which it is renowned. Within this context, I have prioritized open, honest, and frequent communication with school officials, while continuing to adhere to a conservative budgetary approach and without sacrificing our overall commitment to excellence. At the same time, recognizing the financial burden that our local taxes have placed on our most vulnerable residents, I have successfully led an initiative to significantly expand and enhance our property tax relief programs for seniors and veterans.

In line with my previous work in Newburyport, where our budget document was recognized with a Distinguished Budget Presentation Award by the Government Finance Officers Association in each of my three years there, I have updated Wenham's budget document to be much more thorough and accessible, consistent with these best practices. Under my leadership, Wenham now has a comprehensive and dynamic five-year Capital Improvement Plan that accounts for the current and future infrastructure needs of the Town. Since initially adopted, this plan has been updated annually and Town Meeting has consistently approved reasonable funding requests to maintain or upgrade key equipment and facilities. We have also adopted a series of financial policies establishing baseline operational principles to safeguard the integrity of our financial systems and to provide increased public confidence in our management of resident tax dollars.

Strategic Planning

To ensure that Wenham's leadership is focusing its efforts in a manner that is most representative of the community's broad interests and needs, I have worked with the Board of Selectmen to address several longstanding deficiencies in our strategic planning. As a result, Wenham is about to submit its first update to our Open Space and Recreation Plan since 2001, has completed an Affordable Housing Needs Assessment and Action Plan, was recently awarded funding to update our Hazard Mitigation Plan through the Commonwealth's Municipal Vulnerability Preparedness program, and is actively engaged in developing our inaugural Age- and Dementia-Friendly Community Needs Assessment and Action Plan. The realization of

these collective strategic planning initiatives has positioned the Town to prepare its first Master Plan so that our efforts on these various fronts are properly prioritized and coordinated. Having actively participated on the Newburyport Master Plan Steering Committee and having co-chaired two of the subcommittees for that project, I understand the many benefits that this holistic planning process and the resulting document can provide in giving the organization a roadmap to orient the services, programs, and projects undertaken by the municipality so that they align with the community's vision and values.

Human Resource Management

Given Wenham's limited staffing resources, Town employees and officials regularly rely on my expertise and guidance in addressing the myriad issues that arise on a daily basis. To encourage improved interdepartmental coordination, I have organized our Department Heads into subject-area leadership teams that meet on a monthly basis to address issues that intersect and overlap. Serving as the lead negotiator in Newburyport and Wenham, I have successfully settled all expiring contracts with each of the various unions. Balancing employees' interests with those of the municipality, I have maintained solid relationships with staff throughout the negotiation process and in administering the collective bargaining agreements.

After commissioning an audit of Wenham's Human Resource policies and procedures, I have since addressed a number of key findings and will soon present the Selectboard with the first comprehensive update to our Employee Handbook since 2001. In addition, over the past few years, we have made great strides in ensuring that our employees are paid fairly and equitably. The Board adopted our first compensation and classification plan that established grades and salary ranges for all non-union employees and, acting on my recommendation, we recently instituted a merit pay program for those employees based on the results of annual performance evaluations. Recognizing the value that each individual brings to the organization and the importance of fit in creating and promoting a positive and engaged work environment, I am directly involved in the selection process of every new hire. This hands-on approach has resulted in a sea change in the culture of Town Hall, one that is more responsive, friendly, and cohesive.

Citizen Engagement

As stewards of the public good, we must also be thoughtful in our approach to community outreach. In Wenham, I have successfully led a concerted effort to improve our citizen engagement efforts. To move these initiatives forward, we now offer innovative technologies such as the SeeClickFix mobile application to our citizens so they can more easily access their local government, and we will soon be launching the Visual Budget platform so residents can more readily understand overall budget trends and how their tax dollars are being allocated. We will be conducting our first comprehensive resident survey later this year, and we have employed more homegrown strategies to hear from and connect with residents. From organizing a Citizens Leadership Academy similar to Lexington's to partnering with the local paper to publish a monthly series profiling the work of our various departments, I have made positive advances in improving our transparency while encouraging greater community participation in Town affairs.

Management Style

I believe in teaming with others to joint problem-solve, find common ground, identify creative solutions, and strengthen our capacity to deliver high quality municipal services. My participatory management style, strong moral compass, and balanced approach are invaluable attributes that I will bring to the Lexington Town Manager position. As evidenced by the relationships I have established in the communities where I have worked, I pride myself on building trust among and being responsive to employees, local elected and appointed officials, regional partners, and, most importantly, the residents we all serve. I am confident that I will be able to effectively lead the organization, engage all stakeholders, balance process with results, and see initiatives through to completion.

I have included my resume for your review and appreciate your consideration of my candidacy for the Town Manager position.

Sincerely,
Peter Lombardi

PETER S. LOMBARDI

PROFESSIONAL EXPERIENCE

Town Administrator

2015-PRESENT

OFFICE OF THE BOARD OF SELECTMEN - WENHAM, MASSACHUSETTS

- Lead administrative and operational functions of full-service municipality
- Supervise, direct, mentor, and support department heads to ensure the continued delivery of exemplary resident services while making targeted enhancements to better meet community needs
- Partner with Board of Selectmen to develop and achieve short-range goals and long-range strategic planning initiatives, continually striving to implement best practices in municipal governance
- Deliver impartial information and provide policy recommendations as requested to boards and committees, facilitating communication and coordination between Town volunteers and personnel
- Develop annual operating and capital budgets in collaboration with Board of Selectmen, Finance and Advisory Committee, Finance Director, and department heads
- Advance multi-faceted citizen outreach and engagement efforts, serving as the Town's Public Relations and Communications Officer
- Direct human resource functions – conduct recruitment, hiring, disciplinary, evaluative, and promotional processes, recommend updates to Town's personnel policies and procedures, and engage in collective bargaining and oversee contract administration processes
- Manage procurement activities, including assembly and distribution of solicitation documents and review of bid submissions, serving as Chief Procurement Officer
- Orchestrate interdepartmental projects, providing guidance and oversight to assist department heads
- Cultivate strong regional partnerships to identify and leverage mutually beneficial opportunities to build organizational capacity and improve services

Director of Policy and Administration (Chief Administrative Officer)

2012-2015

OFFICE OF THE MAYOR - NEWBURYPORT, MASSACHUSETTS

- Managed and supported department heads in the daily provision of municipal services
- Acted as principal liaison between Mayor and eleven-member City Council
- Developed \$71M annual operating budget and five-year capital budget in coordination with Mayor, City Council, and department heads
- Facilitated responsive constituent service efforts, connecting with residents to better understand their diverse perspectives on issues and working to attain consensus and achieve resolution
- Evaluated policies, offered solutions that were consistent with the goals of the Mayor and City Council, and oversaw effective and sustainable improvements to City procedures, programs, and services
- Led labor relation activities and had primary responsibility for negotiating all union contracts
- Guided human resource management and participated in selection process for leadership positions
- Directed and ensured compliance with procurement processes, serving as Chief Procurement Officer
- Planned and supervised the implementation of regionalized services with surrounding communities
- Organized and administered interdepartmental initiatives to meet ongoing community needs
- Drafted press releases, updated website content, and coordinated media communications
- Actively participated in the following committees: Cable Advisory Committee, Economic Development Action Committee, Emma Andrews Library/Community Center Commission, Master Plan Steering Committee, Merrimack Valley Planning Commission Mayors and Managers Coalition, Merrimack Valley Regional Transit Authority Board, Parking Advisory Committee, School Building Committee, and Traffic Safety Advisory Committee

Grants Administrator

2010-2012

OFFICE OF THE TOWN MANAGER - WINTHROP, MASSACHUSETTS

- Researched grant programs and other cost saving opportunities, and offered innovative approaches to fund capital needs and address community development challenges
- Drafted grant submissions for priority projects in response to relevant solicitations
- Awarded over \$1.5M in grant funding and orchestrated related implementation activities including project oversight, quality control, and reporting
- Partnered with department heads in managing the procurement process for grant-related projects
- Coordinated interdepartmental projects in support of the goals of the Town Manager and nine-member Town Council
- Conducted analyses and made recommendations to the Town Manager, department heads, and elected officials to address various operational and administrative matters
- Assisted the Town Manager and Police Chief in the collective bargaining process
- Communicated with appropriate constituent groups, acting as a liaison between the municipality and outside stakeholders including members of the press
- Served as representative member on the North Suburban Consortium Board, allocating federal funding to targeted development projects to expand affordable housing options for local residents

Management Intern

2010

OFFICE OF THE TOWN MANAGER – WINTHROP, MASSACHUSETTS

- Identified regional benchmarks and best practices within various policy areas, including municipal cable contracts, building redevelopment, health insurance, and open space and recreational planning
- Evaluated organizational effectiveness, considered human resource implications, and assisted in preparing final report regarding consolidation of Town and School administrative staff

Legislative Intern

2010

OFFICE OF STATE REPRESENTATIVE FOR 8TH ESSEX DISTRICT – BOSTON, MASSACHUSETTS

- Performed policy research, advised legislator on pending issues, and assisted in crafting legislation and drafting amendments to address constituent needs

EDUCATIONAL BACKGROUND & PROFESSIONAL AFFILIATIONS

Master of Public Administration

2011

SUFFOLK UNIVERSITY

- Outstanding MPA Student Award recipient
- Pi Alpha Alpha, National Honor Society for Public Affairs and Administration
- Graduate Fellow for the Academic Director of MBA Programs

Bachelor of Arts in Political Science and History

1999

UNIVERSITY OF VERMONT

- Editor for the University of Vermont History Review

Memberships, Certifications, & Service

- International City/County Management Association (ICMA)
Suffolk University ICMA Student Chapter Alumni Mentor
- Massachusetts Municipal Management Association (MMA)
MMA Future Managers Committee
- Massachusetts Association of Public Purchasing Officials
Massachusetts Certified Public Procurement Official
- Massachusetts Government Finance Officers Association
- Suffolk University Pi Alpha Alpha Chapter President

PETER S. LOMBARDI

LEXINGTON TOWN MANAGER – RECRUITMENT ESSAY QUESTIONS

1. My experiences in Newburyport are most transferrable to Lexington's current strategic land use challenges and opportunities. Working in tandem with our staff in the Office of Planning and Development, I was highly involved in economic and community development efforts across the City. I served on the Economic Development Action Committee (EDAC) alongside many of the City's prominent business and non-profit leaders. This committee included representatives from the downtown business district and the industrial park who regularly met with City officials to share information and discuss major development projects. At the time, the City was undertaking the first comprehensive review of its zoning ordinances in 30 years to try to more closely align them with the prospective vision for the community and sought the input of EDAC in vetting these proposals. Much like Lexington, we were sensitive to striking the right balance between maximizing development opportunities (thereby growing the tax base and meeting the demands of the housing market) and retaining the community's historical character and residential aesthetic.

These proposed zoning changes primarily targeted the then-recently rebranded Business Park, which had already begun attracting more biotech and clean energy companies. While these proposals were not on the same scale as Lexington's current vision to reinvent Hartwell Avenue over the next decade, they did touch on similar principles such as shifting to smart growth and transit-oriented development of underdeveloped parcels zoned for commercial or light industry. They also looked to expand the definition of uses and reduce height restrictions in the Park, and even sought to create a new medical marijuana overlay district. In addition, these comprehensive zoning changes proposed revisions to overlay districts in the downtown that aimed to encourage mixed use development and increased density.

Of course, central to many of these conversations, particularly around downtown development, were concerns about traffic. My involvement in Newburyport on that particular issue was two-fold. At my suggestion and based on my proposed charge, the Mayor formed a Traffic Safety Advisory Committee (TSAC) that was broadly tasked with evaluating traffic concerns and related public safety issues. I chaired this committee, which was comprised of key City staff and officials, meeting on a monthly basis to hear resident concerns, discuss potential solutions, and implement City-wide improvements. In addition, as the City's representative on the Merrimack Valley Regional Transit Authority (MVRTA) Board, I was able to secure key federal funding for a proposed parking garage designed to alleviate downtown parking and traffic concerns – a project

long seen as the lynchpin to downtown redevelopment and currently under construction. In my dual roles on TSAC and MVRTA, I ensured that a comprehensive analysis of the anticipated impacts of the garage was conducted and potential traffic pattern changes were explored.

In Wenham, the entirety of Main Street (also a state highway, Route 1A) is located within the Historic District, much like Massachusetts Avenue in Lexington. Still very much a bucolic suburb that has retained its small town pastoral identity, Wenham currently has just a single traffic signal. However, higher traffic volume along 1A created by regional economic growth has led to an increase in motor vehicle accidents in the past several years, raising public safety concerns. In response, I was able to secure technical assistance from Central Transportation Planning Staff to assess the need for and feasibility of signalizing our downtown corridor, and I have marshaled broad-based community support for this planned project. Preliminary designs include adding new turning lanes and traffic calming measures, which will serve to make our downtown business district safer and more pedestrian friendly. The extent to which municipal officials fully consider resident concerns about the traffic impact of development projects such as what is proposed for the Hartwell Corridor will likely be one of the key determinants of that initiative's ultimate success. As Town Manager, I would bring my cumulative experiences and broader perspective related to traffic issues to those ongoing discussions.

Given the particular importance of Newburyport's downtown in attracting tourists to the City, comparable in many ways to the draw of downtown Lexington, I was in regular contact with the Chamber of Commerce to ensure that our collective efforts were in synch. Having just implemented a paid parking program as well as a local meals tax, we directed half of those new revenues into downtown beautification efforts and infrastructure projects that matched the interests of the City and the Chamber. Under my leadership, we partnered with the Chamber to pilot weekend shuttle service during the summer months, which provided scheduled direct transportation connections between the commuter rail, the downtown retail stores and restaurants, and the beaches on Plum Island. As the Birthplace of the US Coast Guard, Newburyport amplified its maritime legacy and generated greater national interest after being designated as a Coast Guard City in 2012. I also worked directly with the Chamber to attain and promote our Cultural District designation status, and I laid the groundwork to design and install new wayfinding signage to make it easier for tourists to navigate our downtown.

During my tenure in Newburyport, we also initiated a review of and update to the City's Master Plan for the first time in over a decade. Given the significance of this comprehensive planning exercise, I was an active participant on the Steering Committee and co-chaired the

Transportation Committee and the Public Facilities and Services Committee. We held a series of public meetings seeking resident feedback and conducted an online survey targeted to reach out to the community to get their input as well. In this way, we emphasized the importance of proactively engaging all stakeholders throughout these parallel and complementary planning processes. I know that Lexington has taken some initial steps in developing a new Comprehensive Plan for the first time in 15 years and applaud the efforts of Town leadership in hosting a series of panel discussions on the central elements of the plan (housing, transportation, and economic development) this past spring, clearly seeking to engage residents early and often on these topics. As Town Manager, I would be actively involved in this particular initiative and would continue to encourage efforts to ensure our residents are invited to participate in these important planning processes.

To address land use issues in Newburyport that were more administrative in nature, the Mayor and I also convened a Zoning Working Group which was comprised of the Building Commissioner, Building Inspector and ADA Coordinator, Director of Planning and Development, Chair of the City Council's Planning and Development Committee, Planning Board Chair, and Zoning Board of Appeals Chair. This group met to resolve code enforcement questions and to ensure that Newburyport continued to provide a regulatory environment that was coherent and supported investment in the community. We also held monthly Technical Review meetings in which all relevant City staff discussed potential development projects and provided their direct input to developers on utility and permitting considerations. While comparable systems likely already exist in Lexington, the next Town Manager will have to ensure that these efforts continue to be fully integrated and public facing.

Few elements of local government touch individuals' lives more directly and personally than issues around land use. In Wenham, we were presented with the Right of First Refusal on prime Chapter 61 land a few years ago, a 9-hole golf course situated at the one of our key gateways to the Town, a situation that polarized the community. In weighing the benefits and costs of various economic development opportunities, the Town Manager should act as a facilitator, making sure that all parties are communicating, independent of personal positions or opinions on a particular project. As Town Manager, I would strive to ensure that policy decisions were sensitive to the considerations of abutters, responsive to the needs of the larger community, and reflective of the vision of the Town's leadership.

2. Through the work of the 20/20 Vision Committee and their Subcommittee on Asian Communities in particular, Lexington's leadership has made tremendous strides in shining a spotlight on the impacts of changing social and economic demographics within the community and presenting a number of ways that local government can be responsive to this burgeoning dynamic. The best practices identified through this fact-finding project seem to have a demonstrated track record of success in other communities around the country that are experiencing similar issues of diversity. The next challenge for the incoming Town Manager and newly hired Superintendent of Schools is to work with the Diversity Advisory Task Force to implement some of the key findings from this preliminary report.

In considering what recommended policy and program solutions should be prioritized, this committee may want to identify some short-term goals that are more easily achievable to try to build on the initial momentum of this work. In particular, we could organize and conduct diversity training for Town and School employees. Doing so would not only provide front-line staff with the skills and expertise to better serve the residents they are interacting with on a daily basis, especially by revealing and addressing issues of implicit bias, it would also signal the importance of this issue to the entire organization. On the Town side, the Recreation Department could pilot a non-traditional program specifically aimed to meet the needs of the Town's underrepresented populations. Depending on the results and feedback of everyone involved, this kind of low-risk, high-reward initiative could lead to more thoroughly integrated recreational programming options for Lexington's minority residents.

I know that Lexington has already successfully used a variety of outreach techniques, including their Citizens Leadership Academy, to promote greater representation of Asian residents at Town Meeting that is more in line with their presence in the community. To maintain higher levels of engagement, those efforts need to be sustained. As Town Manager, I would also work with local civic organizations to educate their leadership about these issues and encourage them to be similarly proactive in considering the importance of diversity in their respective organizations. One of the most practical recommendations of the Subcommittee's report was the power of personal connections between individuals in helping to build bridges to underrepresented communities. As a well-known public figure, the Town Manager is obligated to try to develop these kinds of relationships in order to set an example for the rest of the organization and to encourage other Town officials to follow his/her lead. In addition, the work of cultivating greater inclusivity will be fluid and ongoing and should, accordingly, be embedded into the organizational culture. As the findings of the report suggest, the only way that this initiative will be truly productive in the long-

term is through a systems approach. Therefore, transitioning this group from a task force to a standing committee is vital to its sustained success. I would look forward to leading this initiative in my role as Lexington's Town Manager.

The challenge of attracting and retaining a diverse municipal workforce is certainly not unique to Lexington. What is unique is that Lexington is already very engaged on this general issue of diversity and is, accordingly, well positioned to leverage those opportunities. I would expect that many of the communities contacted by the Subcommittee struggled with similar issues and would hope that at least a few were able to pinpoint some effective strategies that Lexington could learn from. Some other initial suggestions to try to diversify the Town's workforce would be to reach out directly to the many local colleges and universities regarding Lexington's overarching goal of attracting more minority applicants and notifying them when specific job opportunities are available. This outreach could be tailored specifically to Asian Student Associations within those institutions or could cast a wider net, reaching out to other like entities to promote our nascent culture of inclusivity.

The Town might also consider drafting a community profile that specifically references Lexington's interest in building a workforce that better reflects the Town's evolving demographics and include it in their standard job postings. Relying on less traditional mediums to post Town jobs (think LinkedIn instead of the MMA job board) might broaden the target audience as well. These combined efforts should serve to broadcast Lexington's intention to make its workforce more reflective of its resident population. Ultimately, progress on this front may well come when Lexington hires a few minority employees who embrace an expanded role as champions of diversity and are excited to get the word out about the opportunity to make a difference for good in the community and work for a professional organization that respects both their proficiencies and their perspectives. Before moving forward with any of these suggestions, the Town Manager and Superintendent could lead a brainstorming session with the members of the Diversity Advisory Task Force and/or Subcommittee on Asian Communities to get their input on these ideas and elicit their own recommendations, as their feedback would be most instructive.

3. As a similarly desirable suburb of Boston, Wenham faces many of the same challenges that Lexington is experiencing in trying to balance the sometimes competing demands of providing sufficient affordable housing options, meeting the needs of both seniors and young families with school-aged children, and being sensitive to the impact of the tax rate on all residents. I grappled

with comparable issues in Newburyport as well. My approach to help address these challenges has been multi-faceted.

Wenham has long been at the forefront of regionalization. As the Town has demonstrated over the years, these partnerships can be effective and sustainable if thorough planning is carried out, extensive buy-in is achieved, lines of communication are maintained, and an iterative cycle of evaluation and implementation is undertaken. Prior to my tenure, Wenham had joined a regional veterans district, and had partnered with Hamilton on a joint Recreation Program and the only two-town library in the Commonwealth. We continue to actively manage and refine these initiatives to ensure that these services are still cost-efficient and provide the level of service our residents have come to appreciate and expect.

Since my arrival, we have updated regional agreements with Hamilton and the Hamilton-Wenham Regional School District to share an Energy Manager and maintain school grounds. Under my leadership, we are about to launch a new, shared inspectional service program with Hamilton. This particular initiative is the culmination of over a years' worth of planning efforts and will enhance our capacity to deliver high quality services. This past year, we partnered with Hamilton on a joint solicitation for employee health insurance and also established the foundation for sharing IT infrastructure and support services with Hamilton and Danvers. Wenham has been a member of the Essex County Regional Emergency Communications Center since 2012, a move that cut our regional dispatch expenses by more than 50% at the time. We are currently focused on both improving that model and considering the feasibility of other regional dispatch options. We have engaged in preliminary discussions with Hamilton around sharing Council on Aging transportation resources and fire apparatus as well. In short, given Wenham's limited staffing resources, the best method we have to improving our organizational efficiency is through regionalization with neighboring communities. This holistic approach to embracing the shared service concept is anathema to many municipalities in the Commonwealth, but could prove to be a useful lens in evaluating where Lexington might potentially benefit from these kinds of partnerships in the future.

In Newburyport, I also successfully designed, brokered, and managed two new regional partnerships, in animal control and veterans services. Both of those regionalization efforts originated from comments made by Department Heads about the challenges they experienced in trying to meet the needs of the community with limited resources. These shared service arrangements resulted in operational savings and improved services for the City. The impacted Department Heads worked alongside me throughout the planning and implementation stages of

these regionalization efforts and were, accordingly, advocates of partnering with departments from neighboring communities, with their support contributing to the success of these initiatives.

A principal element of leadership is being able to evaluate organizational processes to accurately gauge what works well and what can be improved upon, and to determine how and when to go about making necessary adjustments. It is equally important to exercise patience and discretion, and to solicit input from all relevant stakeholders in conducting these analyses before implementing change. Employees and officials are often well suited to identify opportunities to consolidate, enhance, or expand services but may lack either the resources or the knowledge of how to take the necessary steps to shape change. It is the municipal manager's responsibility to seek out and illuminate these types of new opportunities so that those individuals feel empowered to take risks. That is the standard that I have set in Wenham and Newburyport and what I would look to continue to do in Lexington.

In parallel to my efforts to make the organization more efficient in Wenham, I have also led initiatives to expand tax relief to seniors and understand how the Town can better meet the needs of our aging population. Over the past few years, we have dramatically increased participation in the senior tax work-off program by improving the assignment process, conducting more extensive outreach, and maximizing the abatement amount under the statute. This past year, Town Meeting voted to move forward with the acceptance of the modified senior circuit tax breaker program (Clause Forty-First C ½) to significantly expand eligibility from less than 1% of our lowest income seniors to approximately 5% of that population. While the Town will need to increase overlay reserve funding to account for the projected increase in exemptions, these changes were unanimously supported in recognition of the importance of trying to help our most vulnerable residents to continue to be able to afford aging in place.

Along with these tax relief efforts, Wenham has recently been designated by the AARP as an Age- and Dementia-Friendly Community. This initiative is based on a model originally developed by the World Health Organization, and is designed to foster the exchange of experiences between residents and to pay increased attention to environmental, economic, and social factors that influence the health and well-being of older adults. In the past few months, our Council on Aging has conducted community outreach to gather resident feedback, hosting two well-attended listening sessions to date. In trying to build a more inclusive model, we have termed this effort "Wenham Connects". We plan to disseminate a survey in the next few months and will hold additional public forums later this fall. To move this project along, I secured Community Compact grant funds to complete a needs assessment and develop an action plan, so that the Town can

understand where our challenges lie and what our priorities should be, and then systematically plan for how we intend to meet those needs over the course of the next five years. Ultimately, the goal of this program is to reinvent the traditional Council on Aging model by developing local initiatives that raise awareness and by providing personalized services that directly improve the quality of life of our senior population.

A final crucial policy area that I have been involved in to varying degrees in each of the municipalities in which I have served is affordable housing. In Winthrop, where I was the Town's representative member on the North Suburban Consortium Board, I successfully secured significant federal funding for two separate projects that enabled a vacant elementary school and an underutilized temple to be renovated and re-imagined, creating nearly 70 new units of senior affordable housing. These projects both included some local preference, thereby creating new opportunities for Winthrop seniors to age in place. Since Winthrop had no Town Planner, I also helped the development teams for both of these projects by coordinating neighborhood outreach and navigating the local regulatory process. In addition, although working with limited funds, I managed a housing rehab program in Winthrop that allowed income-eligible residents to upgrade their homes at no cost to the town.

In Newburyport, the Affordable Housing Trust completed both a Housing Needs Assessment and an updated Housing Production Plan during my tenure. Both of these planning documents were integrated into the City's broader land use initiatives. And in Wenham, we recently completed our own Needs Assessment and our first Affordable Housing Action Plan. Through these planning processes, critical demographic data and resident feedback was gathered. This information will serve to inform our decision making processes as we seek to strategically add new affordable units over the next five years that will both count on our Subsidized Housing Inventory and meet the community's larger housing needs. As Lexington's Town Manager, it will be important to prioritize a dual focus on both improving internal efficiencies to maximize the return on residents' tax dollars and providing targeted supports and services to residents who are most in need of our assistance.

4. Taking the lead in bringing a more strategic approach to the budget building process, I instituted a forecasting model in my first budget cycle as Town Administrator. The first of its kind in Wenham, the model looks at multiple prior year actuals, future contractual and debt obligations, and projects in various stages of the development pipeline to estimate revenues and expenditures for the next fiscal year. These projections, generally conservative in nature, now directly inform the policy direction given by the Board of Selectmen to Department Heads at the start of the budget

process. While the primary focus of this forecasting tool is on the ensuing fiscal year, the model projects out five years so that the long-term impacts of decisions made today are better understood.

Utilization of this tool has provided Town officials with key data points to engage in productive dialogue about overall school spending trends and the Town's ability to accommodate our regional district assessment within our levy limit separate from the monumental financial impact that demographic shifts in student enrollment have on the Town's assessment. In addition, Wenham officials are also now more reticent to use one-time funds to mitigate the tax rate increase, a well-established past practice prior to my tenure. The Selectboard and Finance and Advisory Committee both recognize that diverting those funds to stabilization accounts similar to what Lexington has done over the past decade plus is a sound fiscal strategy that would better position the Town to weather financial crises and pronounced student enrollment shifts.

One of my primary responsibilities in both Wenham and Newburyport has been the development of the annual operating budget. Although these processes have taken place in different governance structures, I have employed a similar consensus-building approach in both communities in assembling the budget and leading it through to approval. As a result of our forecasting model, Department Heads clearly understand the Town's fiscal capacities and limitations when they craft their budget proposals. In Wenham, the Board of Selectmen also convenes an annual goal setting session at the start of the budget process. As I meet with the Finance Director and Department Heads to review their requests, we seek to align their goals and objectives with the priorities established by the Selectboard for the coming year. In both Wenham and Newburyport, any request for deviation from a level service budget must be accompanied by a reasoned written rationale.

In Wenham, our budget building process is intentionally iterative, with Department Heads making multiple revisions to their budget submissions based on my preliminary feedback and the input of the Selectboard and Finance and Advisory Committee before the budget is finalized and presented to Town Meeting. As a result of our adherence to this deliberative and participatory process, only a handful of holds have been placed on budget line items by Town Meeting during my tenure in Wenham and not one amendment has been made to any of those proposed budgets.

I have encouraged our Finance and Advisory Committee to be more actively involved early on in the budget process, a divergence from the past practice of the Board of Selectmen and Finance and Advisory Committee operating in seemingly separate but related orbits. While the Selectboard continues to provide the policy framework under which the budget is developed, the Finance and Advisory Committee is now invited to attend several key meetings during the initial development

stage so that they are better informed when they begin their due diligence leading up to Town Meeting and to avoid unnecessary duplication of efforts of everyone involved.

Due to the budget pressures resulting from the current student enrollment shift (dramatically down in Hamilton and modestly up in Wenham), which has resulted in a 29% increase in Wenham's assessment over the past four fiscal years, I have frontloaded our budget development process so that Town officials are more thoroughly prepared to accurately present our relative ability-to-pay to School officials before they begin their budget process in earnest. For the first few years, this approach was effective in convincing the district leadership to collaborate with the Town to develop a school budget that fit within Wenham's levy limit, thereby avoiding the need for an operating override. For FY19, having delivered a level service budget the previous two fiscal years, School leadership ultimately adopted a budget that required an operating override, which was subsequently approved by Town Meeting and at the ballot. In spite of this perceived setback, our more interactive approach has made the Town and School budgeting processes more reciprocal while also helping to avoid the same level of discord and zero-sum mentality from dominating the public discourse around these issues as was previously the case.

In Newburyport, I was responsible for managing the entire budget process and took the lead in responding to questions and concerns raised by City Councilors about specific items. As a result of my systematic and reasonable approach to the budget building process, very limited cuts were made at the Council level to the proposed operating or enterprise budgets. I also served on the School Building Committee in Newburyport, overseeing the construction of a new lower elementary school and major renovations to our combined upper elementary and middle school. Working closely with School leadership, both of those MSBA-funded projects were delivered on time and under budget.

While thoughtful and sustainable budget development is essential, it is crucial for this information to be clearly and succinctly communicated to our residents so that the financial implications of the budget are readily understood. Newburyport's budget document is both thorough and accessible, and was recognized with a Distinguished Budget Presentation Award by the Government Finance Officers Association for the three years that I was directly responsible for its creation. In Wenham, we have aimed to meet the same level of nationally recognized best practices in our budget document and have greatly improved the format and content of the Annual Town Report that is delivered to all residents prior to Town Meeting. We have also been working with Visual Government to create a new website that will be solely dedicated to communicating the financial impact of the Town's budget on individual taxpayers in a clear and transparent format. In

addition, once it was confirmed that a school operating override was on the warrant for Town Meeting this year, we scheduled a stand-alone public forum separate from the standard warrant hearing where the Finance and Advisory Committee walked residents through the major budget drivers that collectively contributed to the Town's current financial status. In these ways, we have tried to be more proactive in our outreach to residents about the budget.

Consistent with our commitment to adhere to best practices in capital planning through the Community Compact program, Wenham has developed a five-year Capital Improvement Program (CIP) that accounts for the future infrastructure needs of the Town. Since initially adopted in 2016, this plan has been updated annually to reflect current needs and cost estimates, and Town Meeting has consistently approved the use of approximately 20% of available certified Free Cash to maintain or upgrade key equipment and facilities. To avoid debt issuance costs, we have also entered into multiple lease-to-own agreements as a means to invest in larger equipment without crowding out other departmental needs. Looking ahead, as Wenham's debt obligations are retired, we plan to utilize this additional capacity to issue new debt in order to maintain the same level of commitment in funding our capital needs. Although constrained to a certain extent by factors outside of the Town's control, this overall strategy is similar in practice if not in scale to Lexington's approach to capital planning. In Newburyport, where a five-year CIP was already in place, I followed a similar annual evaluation and revision process, and worked with Department Heads to identify priority projects that could be addressed in a given fiscal year based on available funding.

In both Wenham and Newburyport, I also worked to develop financial policies, the first of their kind in both organizations, that established baseline operational principles to safeguard the integrity of our financial systems and to provide increased public confidence in our management of resident tax dollars. Adoption of these policies contributed to Newburyport's upgrade to AA+ midway through my tenure there and Wenham's continued AAA / Aa2 bond rating.

5. Due to Lexington's strong professional culture and organizational stability, your next Town Manager can focus on continuing to build on that foundation, making incremental improvements over time once fully acclimated. From day one, it is essential for the new Town Manager to ask employees and volunteers for their input and to respect their institutional knowledge and expertise. I would begin in Lexington by meeting first with members of the Board of Selectmen and then with committee chairs to understand their perspectives on the community and organization. As part of my initial orientation meetings with the Department Heads in Wenham, I asked each of them to respond to the following four questions:

- What is the community/organization doing right?
- What should the community/organization start doing?
- What should the community/organization stop doing?
- What is the most important project/issue that needs to be addressed?

Their honest appraisal on these points and the dialogue that ensued was instrumental in formulating my initial assessment of the organization and community, and in helping me to understand their personal perspectives on issues and how I could best support them. In the months ahead, as I had opportunities to follow through on many of the issues that had been brought to my attention during these sessions, I was able to establish a baseline level of trust. I would plan for a similar onboarding strategy with the Lexington management team and would be particularly eager to engage with the new Superintendent of Schools to hear her feedback as well.

Organizations are only as strong as the people who comprise them. There is no greater asset than the human capital that we have working and volunteering for our communities. In Newburyport, I inherited a highly competent team that we further developed with several key additions in my time there. In Wenham, I was tasked with replacing a number of important leadership positions and developing a new management team. To encourage interdepartmental coordination, I formed subject area Leadership Teams (Public Safety, Finance, Community Development, and Social Services) that I meet with on a monthly basis. In both Newburyport and Wenham, I have also been a major proponent of encouraging staff to take advantage of professional development opportunities as a way to build internal capacity and support employee motivation and engagement.

Assessing the strengths and weaknesses of the senior management team in Lexington will be key to understanding its organizational assets and areas for improvement. It is essential for the incoming Town Manager to clarify expectations upfront and empower employees as well as hold them accountable. From the start, I would express that our top priority is continuing to provide superior customer service to the people of Lexington – that we are all working together to serve the best interests of the community and its residents. Thankfully, Lexington’s employees as well as local elected and appointed officials already seem to be united around a common mission and have a sense of purpose driving their collective efforts. Accordingly, it will be important for the Town Manager to communicate with staff and officials that any changes to the status quo will only be considered after much thoughtful deliberation and working in partnership with the Selectboard. While there is always room for improvement in every organization, my evaluation process will be measured and comprehensive, and certainly won’t seek to effect change for its own sake. I employ a participatory management style that invites and responds to feedback. I am viewed as someone

who is approachable and responsive, listens attentively, and acts prudently. My approach as the Town Manager in Lexington would be no different as I work to establish my own leadership style and evaluate the organization and my management team in those beginning months.

Competent and committed employees, dedicated volunteers, and an active citizenry are key to successful local governance, as those individuals have the most pervasive impact on the community on a daily basis. From the research I have done, Lexington does not seem to be lacking for any of these. The best leaders realize that municipalities are more than the sum of their parts, reflecting the ideals of the community and the cooperative efforts responsible for realizing those ideals. I believe that in order to be effective as a municipal manager you have to assimilate input from a broad array of constituencies and balance a focus on process with achieving results that will benefit the community in both the short-term and the decades to follow. Your primary role is to orchestrate, communicate, and facilitate, but you must first listen.

As the Town Manager, I would make a concerted effort to become fully immersed in the community, recognizing that residents need to feel that their voices are heard in the policy-making process. While representative Town Meeting ensures that a strong level of connectivity exists, it would also be immensely important for me to make myself available and attend community events, meeting with residents in more informal settings to get an accurate sense of what is important to them. Reaching out to existing regional partners, the Town's legislative delegation, and key civic and business leaders early on would also be a top priority. The more voices that I hear from as Town Manager, the more well-rounded my perspective will be.

To lead an organization as complex as Lexington and be successful at doing so, I must be attuned to the norms and values of the individuals with whom I work every day. This is especially important in seeking to effectively identify and implement the Selectboard's vision for the community. I know that the Lexington Selectboard has a well-established annual goal setting process that memorializes the organization's priorities over the next two years, and I would look to continue to build on that tradition. Developing a rapport and camaraderie with staff is also imperative. As the newest member of Lexington's leadership team, I know how important it will be for the Town Manager to develop relationships that are based on experience and grounded in trust. I have cultivated these kinds of solid professional and lasting personal relationships wherever I have worked. People know that I can be counted on to be levelheaded, genuine, and reasonable. I can be firm or flexible depending on the situation, but I am always reliable and conscientious when it comes to my responsibilities as a leader, co-worker, and friend. Public service can be particularly invigorating when you are surrounded by people you know well and care about. It would my goal

to encourage this kind of culture in Lexington.

The Board of Selectmen and Department Heads in Wenham rely on my expertise and guidance in addressing the myriad issues that arise on a daily basis in managing a Town. Members of other boards, commissions, and committees also regularly seek my advice when it comes to conceptualizing, formulating, and enacting policy and in responding to constituent questions or complaints. While all managers work within an inherently political environment, my position in the Newburyport Mayor's Office was particularly so. Situated between the executive and legislative bodies of local government, my primary responsibility there was to provide the Mayor and the eleven-member City Council with the information that they needed to help navigate the proper course for the community. It was a role that necessitated strong mediation skills.

I recognize the complexities of local governance and look at each issue through a critical lens. As would be expected, individual members of the Wenham Selectboard are not always in agreement on every issue or project, but such differences of opinion have not derailed positive progress on important initiatives over the past several years. In the end, there have been just a handful of 2-1 votes. When handling situations that may cause conflict, I take a deliberative approach, present all parties with the relevant facts, work through the issues, mediate as needed, and try to come to some definitive resolution. One of my best attributes as identified through my annual performance evaluation process with the Wenham Selectboard has been my ability to find a middle ground, achieve consensus, and "get to yes". As Lexington's next Town Manager, I would balance the differing viewpoints of various constituencies, take a proactive approach to managing conflict, and provide leadership to move the community forward - core competencies that I have refined in my time in Wenham and Newburyport.

Having lived and worked in neighboring cities and towns on the North Shore my whole life, I am very familiar with Lexington's reputation as a dynamic residential community recognized for its progressive leadership, vibrant downtown, exceptional public school system, and unique place in history. I also understand that every town has its own identity based on its culture and the people who have worked to bring their community to where it is today. As Town Manager, I would be deliberative in learning more about the town's heritage and its current operations, and I would use that knowledge to inform my decision-making in seeking to both lead the organization and create public value.

June 18, 2018

Alan Gould, President
Municipal Resources, Inc.
120 Daniel Webster Highway
Meredith NH 03253

RE: Town Manager – Lexington

Dear Mr. Gould:

Please accept this letter as my interest to be considered for the Town Manager's position for the Town of Lexington; I have enclosed my resume for your review and consideration. I have 30 years of successful local government management experience in four communities in Colorado, New York and Massachusetts with the past 24 years in two Massachusetts communities. Since 2009, I have served as the Town Manager for Westborough and from 1994 to 2009 I served as the Town Administrator for Sturbridge. I hold a Masters Degree in Public Administration, am an ICMA Credentialed Manager and served as the Northeast Vice President of the International City/County Management Association (ICMA).

During my career, I have:

- Maintained strong financial management in all of the communities that I have worked for with the first two communities being in severe financial distress when I was hired, but with balanced budgets and reserves at the end of my tenure. In Sturbridge, during two major economic downturns that included major state aid reductions we were able to maintain balanced budgets within the Proposition 2½ levy limit without service cuts. Since starting in Westborough we have developed comprehensive fiscal and debt management policies that have strengthened the Town's financial position, providing substantial reserves, excess levy capacity, balanced budgets and reduced debt burden leading to an upgrade in the Town's bond rating from AA to AAA.
- Taken leadership roles in local, state and national organizations with a collaborative management style with excellent communication skills.
- Worked with an engineering consultant and Cambridge Water Technology in the development of a new technology for wastewater treatment systems which proved better than conventional technology and saved the Town in both construction and operating costs. This was a first of its kind system with the national pilot for the EPA at the Sturbridge Wastewater Treatment Plant.
- Played a major role in economic development. I have served on a federally funded regional economic development council and currently serve on the Westborough EDC. In Sturbridge and Westborough, both communities became Economic Target Areas during my tenure which allowed the Towns to negotiate tax increment financing agreements to attract new businesses. I developed the proposal and negotiated the purchase of a large portion of Old Sturbridge Village's property at a time that the Boston Globe indicated OSV was about to declare bankruptcy. The acquisition allowed OSV to restructure their finances and the organization continues to thrive today. This was a major success given OSV's synonymous association with the Town and local businesses dependence on the tourist traffic generated by OSV. In Westborough, I have negotiated several Tax Increment Financing agreements with various companies that have generated approximately 2400 jobs in the past 9 years. Additionally, in Westborough I played a key role in negotiating the purchase of 100 acres of the former Westborough State Hospital from the Commonwealth of MA allowing the Town to drive the redevelopment of the property while at the same time setting aside land for recreation and future municipal uses.
- As part of the redevelopment of the State Hospital property, I initiated and saw through completion, passage of a special act of the State Legislature to allow the Town to establish a Capital Stabilization Fund with the new property tax revenues generated by private ownership of the property to provide for a legacy fund for future, planned capital improvements including new schools, a library and community recreation center without having to seek a Proposition 2½ debt exclusion or having an impact on the General Fund.

- Worked in two council-manager forms of government (Alamosa, CO and Monticello, NY) and two Town Meeting forms of government (Sturbridge and Westborough, MA). Both Alamosa and Monticello were diverse communities with low to moderate income residents. Alamosa is home to Adams State College (3500 students) and the Great Sand Dunes National Park; Sturbridge is home to Old Sturbridge Village and Westborough has one of the highest proportions of Commercial/Industrial property to residential property in MA.
- In Sturbridge, I facilitated a strategic planning initiative termed, “Dialogue for the Future” for the Board of Selectmen, which included community engagement processes and interactive meetings with all Boards, Committees and Commissions in the community. In Westborough I’ve worked with the Board of Selectmen to develop a community-wide strategic planning process that came out of discussions during a retreat in 2017, with funding and a consultant recently selected to start the process with the initial kick-off occurred in May 2018.
- In both Sturbridge and Westborough have obtained funding and created professional development opportunities to improve the skills and knowledge of staff to better serve the public, retain staff and provide succession planning.
- Created a Diversity and Inclusion Committee operating out of the Town Manager’s office to review town services and ensure all members of the community are being equally served and represented, in a community that has in the recent past become extremely diverse with approximately 25% (2010 Census) being of Asian descent (with current estimates between 30-35%.
- I currently serve as the Chair of the Fiscal Policy Committee for the MA Municipal Association (MMA).

My professional experience and involvement in state and national municipal organizations has provided me a broad knowledge base and in-depth understanding of a wide range of municipal operations. I have a history of success in the highly demanding government structure of Open Town Meeting by serving in a collaborative manner with other town officials and through my personal integrity, professionalism, ethics, transparent and honest communication style providing quality information to the public. I believe I have the experience, leadership skills and knowledge to successfully lead the Town of Lexington.

I look forward to hearing from you. Thank you for your consideration.

Sincerely,

James J. Malloy, ICMA-CM

James J. Malloy, ICMA-CM

Background Summary

Progressive, collaborative and creative professional local government manager with thirty years of experience as a Chief Administrative Officer and Chief Executive Officer in municipal governments including positions as Town Manager of Westborough, MA; Town Administrator of Sturbridge, MA; Village Manager, Monticello, NY and County Manager, Alamosa County, CO.

Professional Experience

2009 to Town Manager, Westborough, MA
Present (Population 20,000)

I serve as the Chief Administrative Officer and am responsible for the administration of all town departments and functions (except schools, library and planning). These responsibilities include the administration of a \$115 million operating budget (\$45 million schools) and approximately \$65 million capital budget with 160 town employees (560 FTE including schools), finance, labor relations and personnel administration, purchasing, program development, management of the capital program, public works, police, fire, water, sewer, planning and other departments.

Specific accomplishments during my tenure include:

- Negotiated the purchase of the former 100-acre Westborough State Mental Hospital property for \$2.2 million and managing the process to redevelop the property, selling 40 acres for \$7.0 million and retaining 60 acres for open space and recreation for the Town. Initiated and worked with our State Legislators to pass a Special Act to allow the Town to deposit all new property tax revenues generated by private ownership of the property into a Capital Stabilization Fund that will provide funding for two additional school renovations, a new school, construction of a new library and construction of a new community recreation center.
- Developed sound financial policies that resulted in a bond rating upgrade in 2011 from AA to AA+ and in 2014 from AA+ to AAA (one of only 40 communities in MA). This included a specific debt management policy that helped gain voter approval to begin improving town facilities with the replacement of a fire station, renovation of the Town Hall and the Town Hall annex as well as several school projects. I have served on two School Building Committees that have worked on MSBA funded projects and locally funded projects to address increased student population (4 school projects in total). Under my management, the Town has built its reserves from \$2.8 million to \$12.6 million and built its excess levy capacity from \$95,000 to \$12.7 million while continuing to provide excellent services and address long-term outstanding infrastructure issues.
- The construction of a new fire station (\$11 million), renovation of the Town Hall (\$8 million), serving on two School Building Committees (\$45 million to date) and the renovation of a Municipal Annex (\$15 million).
- Renegotiated health insurance benefits with 13 collective bargaining units in 2010 and a second time in 2013/14; a third plan design change in FY17 and fourth in FY18 estimated to have cumulatively saved over \$30 million and at the same time allowed the Town to begin partial funding of its OPEB (\$1.1 million per year) obligation which was considered as part of the bond rating upgrade (approximate balance \$5 million).
- Established the Town's first long-term (five year) financial forecasting of revenues, expenditures, estimated assessed valuations and tax rates to ensure that the Town was operating in a sustainable manner as well as establishing a long-term capital planning process and street/sidewalk management system to improve the overall budget process.
- Negotiated specific deals to assist the Town in encouraging economic development, including various tax increment financing arrangements, an agreement with CSX Rail and the Commonwealth of MA as part of

the CSX move out of Brighton to improve MBTA commuter rail service on the Framingham-Worcester line, as well as several large 250,000 s.f.+ commercial properties near the Route 9/I-495/I-90 interchange.

- Successfully initiated a municipal electric aggregation program that reduced residential and business electric costs by obtaining one of the lowest electric rates for municipal aggregation in the Commonwealth. The Town has also installed solar systems at the wastewater treatment plant and has worked with two large solar farms to reduce overall electricity costs through net metering.
- Developed the Town's first Personnel Policies (to replace a Personnel Bylaw) and have negotiated labor contracts with all town unions (non-civil service).

1994 to Town Administrator, Sturbridge, MA
2009 (Population 10,000 – Seasonal 25,000)

I served as the Chief Administrative Officer and was responsible for the administration of all town departments and functions. These responsibilities included the administration of a \$28 million budget, finance, labor relations and personnel administration, purchasing, program development, management of capital programs, public works, police, fire, water, sewer, planning and other departments. I served as the appointing authority for all town departments and multiple member bodies, except those elected under the town charter.

Specific accomplishments during my tenure:

- Working with the Board of Selectmen, served as the Facilitator of the strategic planning process termed "Dialogue for the Future" which resulted in the strategic plan used to guide the Town for years.
- Assisted in coordinating the activities of the Community Preservation Act Committee and proposed and completed the largest acquisition of open space using CPA funds in Massachusetts whereby the town acquired 826 acres of land from Old Sturbridge Village with 50% of the cost of acquisition coming through a grant from the Federal/State Governments.
- The development and construction of approximately \$55 million in capital infrastructure improvements related to roads, bridges, water/wastewater services to meet growth demands of residents and businesses as well as addressing issues related to aging infrastructure. This included an upgrade to the town's wastewater treatment plant to increase capacity by 50% in 1994; and the replacement of the wastewater treatment plant with a \$20 million plant upgrade in 2009, which utilized a new, innovative "Bio-Mag" technology that reduced the cost of plant construction over other technologies and provides improved environmental performance at lower operating costs. Additionally, this project included a five-phase sewer line construction project that expanded the customer base from 400 to over 1900 customers as well as upgrading and expanding both the water supply and distribution systems.
- Developed and updated annually a five-year financial forecast of revenues, expenditures, projected tax rates, capital budget and road management plan. I also developed comprehensive fiscal policies regarding reserves, debt management and capital management. The Town's finances remained stable despite the economic conditions in Massachusetts in 2002 and 2008/09. The town also obtained over \$15 million in grant funds toward various projects and services.
- Worked on several capital projects, including serving on the Burgess Elementary School Building Committee that rebuilt (partial renovation, partial new construction) the local elementary school.
- Revised the Town's Personnel Policies and developed and implemented a merit-based pay plan that was in place for 13+ years. We conducted an annual salary survey of 10 similar towns and developed personnel policies to ensure the Town remained competitive to retain the best staff (these same 10 towns were used for comparative analysis with all collective bargaining units).
- Successfully negotiated collective bargaining agreements with the Town's five unions.

1992 to Village Manager, Monticello, NY
1994 (Population 7,500)

Monticello is a full service municipality with Police, Fire, Public Works, Sanitation, Water and Wastewater Systems, Parks & Recreation, Code Enforcement and administrative divisions. I served as the Chief Executive Officer of the Village and was responsible for all management functions.

Specific accomplishments during my tenure:

- Improved the financial and budgetary management of the Village to address an inherited General Fund deficit of approximately \$1.5 million and to improve fiscal controls.
- Re-established internal grant management to improve management control of forthcoming grants after years of grant administration by the county.
- Conducted a re-codification project of the Village Code to reflect the changing needs of the community and to provide a more user-friendly code by removing ambiguities and making an easy to understand for residents and businesses. The re-codification was undertaken internally to improve availability and future electronic modifications.
- Negotiated contracts with the five collective bargaining units, handled all grievances and personnel issues in a civil service system.
- Computerized all administrative and financial components of the Village.
- Proposed the creation of a City Charter Commission to study and write a city charter in an attempt to become the first new city in New York in over 50 years. Served as an ex-officio member of the City Charter Commission and drafted the City Charter that received approximately 90% approval of the vote in the 1994 election. The Charter was forwarded to the State Legislature for approval and would result in the generation of new revenues through sales tax, which would have provided the opportunity for the Village to reduce property taxes by approximately 80%.
- After a racial incident involving the Police Department, worked with the U.S. Department of Justice on a community reconciliation program and wrote the ordinance creating the 13th Human Rights Commission in New York to complete the reconciliation and worked with the initial Human Rights Commission to assist the Commission in establishing and understanding their role and responsibilities.

1988 to County Manager, Alamosa County, CO
1992 (Population 14,000)

I served as the Chief Administrative Officer for a full service county government (policing, public works, etc.) and was responsible for all management functions and executing the policies of the Board of County Commissioners. This included development of the annual budget, personnel administration, daily administration and other duties related to the management of public works, social services, land use and planning, public health and other departments. I also worked with and provided professional assistance for the elected offices of the County Clerk, County Assessor, County Treasurer and County Sheriff. I coordinated the County's efforts with Adams State University and the Great Sand Dunes National Park.

Specific accomplishments during my tenure:

- Successfully implemented a budget reduction program to ensure sustainable practices and directed expenditures as finances improved to meet goals set by the Commissioners.
- Developed the County's first comprehensive personnel policies and conducted a salary survey to ensure the County was competitive.
- Developed a capital planning process and implemented the first long-term capital planning program for the County.
- Identified public improvement projects to address the County's needs, including reconstruction of the social services building after an arson fire, the renovation of the county courthouse to address overcrowding issues and the construction of a several mile long new roadway that connected the Great Sand Dunes National Park with another roadway leading to the downtown area.
- Improved intergovernmental relations between the City and County to address problems related to joint services, including the airport, library system, landfills, ambulance, parks and recreation.
- Reorganized the County's public works road management from maintenance of gravel roads to an annual paving program for approximately 250 miles of paved roads, maintenance of 500 miles of gravel roads and the conversion of gravel roads to paved roads.
- Served on a regional Economic Development Council and was instrumental in redirecting the focus of the EDC programs which included moving to Adams State College and a collaborative effort between the college, the

Colorado Electric Company and the Economic Development Council in the creation of a local “mini-MBA” program for local businesses.

Additionally, increased citizen involvement; improved relations with the media; and coordinated the implementation of a county-wide E911 system.

1987 to Assistant to the County Manager & Budget Intern
1988 Arapahoe County, Colorado
 (Population 410,000)

I was responsible for projects and project management as directed by the County Manager in an urban region that is the south part of the Denver metropolitan area. Projects included coordinating a more efficient process for managing the property assessment grievance process (over 20,000 petitions per year); coordination of a rural grievance program; overseeing the County Commissioners’ quarterly newsletter and other programs as the County Manager requested. I also worked as a budget intern (1987) and was responsible for various projects in the budget department including developing the County’s first five-year financial forecast.

1987 Legislative Aide, Representative Bill Owen
 Colorado State Capitol

Legislative Aide to a state legislator. Responsibilities included constituent services and coordination of constituent surveys, monitored house and senate debates and developed reports for the Representative.

Education

1987 Master of Public Administration (MPA)
 University of Colorado

1984 BA – Political Science
 Mesa College, Colorado

Additional Information

2017 – Present Serving as the Chair of the ICMA Baltimore Conference Planning Committee

2014 – 2017 Served as the Northeast Regional Vice President of the International City Managers Association (ICMA), elected to serve through September 2017, served as the Board Liaison to the Task Force on Improving Diversity and Inclusion in the Profession, the ICMA Strategic Planning Task Force and Finance and Business Operations Sub-Committee, which I chaired in 2017

2003-Present ICMA Credentialed Manager

2001 – Present Serving on the Massachusetts Municipal Association Fiscal Policy Committee (2017 – Present as Chair)

2005-2013 Served as the Chair of the ICMA Boston 2013 Conference Host Committee.

2010 – 2011 Served as the President of the Massachusetts Municipal Managers Association

2009 – 2010 Served as the Vice President of the Massachusetts Municipal Managers Association

2006-2009 Served on the Executive Board of the Massachusetts Municipal Managers Association, Massachusetts Municipal Association and Local Government Advisory Commission (2006-11).

2001-2003 Served on the Executive Board of the Massachusetts Municipal Managers Association

James J. Malloy

Question 1

In relation to zoning, I have had the opportunity to work on a variety of issues based on the specific needs at the time in those communities.

In Westborough, I have been involved in zoning in numerous ways. As the official who works most closely with new businesses, I pursued undertaking an Economic Development Self-Assessment Tool (EDSAT) through Northeastern University to identify the areas that Westborough was not competitive in relation to business development and have worked with our Planning Department to address issues in our Zoning Bylaws to facilitate appropriate and beneficial development in the community. Additionally, as the Town Manager, I am responsible for all town-owned property, which includes the Westborough State Hospital property the Town purchased from the State. As such, I served as the Vice-Chair of the State Hospital Re-Use Committee which developed zoning proposals and made recommendations on which portion of the property should be retained by the Town and which should be sold for redevelopment purposes. The proposals developed by the Committee focused on the Town's recreational needs, protecting land around the lake front for environmental purposes and redevelopment the remaining parcel based on the best long-term revenue generation as well as development that would benefit the community and require the least amount of municipal services. As part of our process, we utilized a zoning charrette, at my suggestion, to obtain community input into the type of zoning and future vision the residents had for the property. As a result, the zoning developed allowed mixed uses which included corporate offices, retail only as an accessory uses and residential only as over-55 housing. The Town retained 60 of 100 acres and sold 40 acres (at a profit) which is in the permitting process for redevelopment.

In Sturbridge, I was the official responsible for working on economic development projects and worked with several businesses throughout the time that I was there. With Old Sturbridge Village (OSV) at the center of the Town's economy as well as high technology and fiber optic, the Town was focused on maintaining a look on Main Street which would complement OSV while at the same time providing the opportunity to create larger developments on the east and south sides of the community. I served as the Chair of a re-zoning committee that re-zoned a 7 mile stretch of Route 15 when it went from a no-access state highway to a Town road, where access to properties through new curb-cuts would be allowed. Over a two-year period, our committee developed a zoning proposal (which was approved by

Town Meeting) that was the largest rezoning in the Town's history which divided the zoning into an area that would allow residential development at the southernmost part of the area and a Planned Unit Business Development zone in the northernmost part of the area. The goal was to provide the community the ability to develop attractive large-scale businesses but also provide for future residential development. The process included several opportunities for resident participation including a planning charrette in which approximately 200 people attended.

In Monticello, I not only served as the Village Manager, but also served as the Village's Zoning Official. The community at the time was very unattractive due to the number of eyesores, dilapidated structures, unregistered non-working vehicles, etc. During the time that I worked in Monticello, I developed an approach to improving the community's appearance by putting together a "Zoning Enforcement Team" that comprised the Village Manager (as the Zoning Official), the Building Inspector, the Police Chief and Director of Public Works. As a team, we divided the community into quadrants and visited every street in the community identifying zoning violations that if corrected, would result in buildings being repaired or removed, unregistered vehicles being removed as well as many other eyesores being corrected, simply through enforcement of the existing Zoning Ordinances.

The role of Town Manager has changed over the years and the position is principally responsible for the economic development activities within the community. I have had the opportunity to serve on Economic Development Committees in Alamosa and Westborough and filled this role in Monticello and Sturbridge. I have found the two aspects of economic development that need to be addressed for success are to (1) develop zoning that allows for the type of business development that the community wants and to have a process that assists the Town in identifying how residents are interesting in seeing their community develop; and (2) develop zoning and permitting bylaws and processes that are clear, understandable and provide a consistent process consistent with a master plan and is aimed at facilitating permitting through a coordinated process involving all departments involved in the permitting process (in Westborough we refer to this as the Technical Review Committee).

I envision that I would remain immersed in economic development and would work with all the departments involved in the permitting process to ensure successful economic development to maintain a strong commercial sector.

Question 2

Very similar to Lexington, Westborough has a diverse population including a large Asian population. In Westborough, the Asian population was approximately 25% in the 2010 census and based upon the student population in our schools, is now estimated to be closer to one-third of the town's population. Recognizing the rapidly changing demographic base, in 2016 I requested that the Board of Selectmen authorize the creation of an Administrative Committee through the Town Manager's office, called the Diversity and Inclusion Committee. This Committee's charge is to review town services to ensure that all of Westborough's population is being equally served and, that to the best of our ability, we resemble the community's composition. Westborough has a bylaw that requires the member of most Committees to be residents of the town, however, the Town Charter allows the Town Manager to create Administrative Committees if approved by the Board of Selectmen, and these Committees are not held to the same constraint. This has allowed me to appoint people of color (which include the President of our Police Officer's Union as well as a former NFL Player), representatives of the LGBTQ community, representatives of our large Asian community including Indian and Pakistani members, representatives of the Jewish community, as well as a variety of people in different age groups.

I believe our society is going to be ever increasing in its diversity and as local governments, we should strive to ensure that the level of government that most effects people's lives is able to serve all the members of our communities in the best way to suit their needs. In Westborough, our Diversity and Inclusion Committee is Chaired by my Assistant Town Manager and has dealt with issues such as the development of the Town's first new cemetery in our 100 years and how best to develop it with all residents in mind. While some individuals had initially suggested developing a cemetery with separate areas for individuals with different beliefs, the Diversity and Inclusion Committee recommended development in a mixed manner to represent the unity in the community. Additionally, the Committee has worked with our Police and Fire Departments to develop sensitivity to how some members of our community view these services based on their experiences from their home countries. Our Diversity and Inclusion Committee also has worked with our School Department (there is a representative on the Committee from the School Department) in developing cross training on sensitivity for our employees.

As a Vice President for the International City/County Management Association (ICMA), I served as the liaison to ICMA's Diversity and Inclusion Committee which sought to develop techniques to

increase the diversity of our profession to encourage a broader based membership that reflected the realities of our communities.

Lexington, much like Westborough, has a diverse community comprised of a large Asian population. While I would like to believe that we could increase representation among our workforce, the reality is that many of these individuals work in the high-tech and pharmaceutical industries in both communities. In both Westborough and Sturbridge, I created a Citizen Leadership Academy to engage and educate residents on Town government and encourage their future involvement. In both cases, it leads to numerous individuals serving on a variety of Committees and engaging at Town Meeting in ways that they had not previously. In Westborough, the first class of the Citizen Leadership Academy consisted of approximately 60% Asian residents interested in learning more about their new community. This same class now has two sitting members of the Board of Selectmen - one is Pakistani and the other is a member of the LGBTQ community.

I have found that engaging in a friendly, learning atmosphere is a wonderful way to encourage new members of the community who might not otherwise get involved, to learn how Town government works and to actively encourage their involvement has led to many residents becoming involved in a very positive manner. This program is led by myself, our staff and several the Chairs of various Boards and Committees and it educates residents on all aspects of Town government. I “teach” the first and last class and make sure these residents are comfortable volunteering for various town Boards and Committees. I have found this to be a successful way of engaging residents that might not be looking to work for the Town, but who can participate in ways that utilizes their expertise and brings their perspective into the decision-making process, resulting in decisions that takes many points of view into consideration, which ultimately results in better decisions. As the same time, this program has been very educational for the town staff as they have had the opportunity to interact with individuals with diverse backgrounds. All staff have reported back that they found it enjoyable and energizing.

I don’t know that I would be able to diversify the workforce due to the similar demographics that Lexington has with Westborough, where the Asian population base has been attracted to the community due to the high tech industry (these residents are not necessarily looking for public safety, public works or other municipal positions), but I would strive to work with the Selectmen and members of the staff to develop and promote a Citizen Leadership Academy program to encourage residents to become more involved in the governance of the Town.

Question 3

In seeking to improve efficiency, I have targeted administrative costs to provide additional services. Generally, I have also targeted large ticket items such as health insurance to seek to gain the most in savings. Since 2010, Westborough has had an ongoing negotiation with its 13 unions (town and school) to seek savings, fund a portion of the OPEB liability and still provide good health insurance benefits. During the past decade, we have saved approximately \$20 million in health insurance costs through plan design changes, higher deductibles and by putting health insurance out to bid on a frequent basis. We have also targeted lesser administrative costs to reduce overall costs such as moving from weekly to bi-weekly pay periods and going to direct deposit to decrease overhead costs. We have also used our IT department to implement changes in several different areas to provide greater efficiency.

Regarding Senior Citizens and others that have access to property tax exemptions, the Town of Westborough has continued to increase our exemptions as permitted by the State to the maximum amount allowable, with the understanding that it benefits the community to have seniors remain in their homes.

Westborough has also begun extending an affordable housing requirement of 20% of total units to several distinct types of residential development and is just beginning to have discussions regarding extending this requirement to all residential subdivisions.

Question 4

- A. Throughout all four positions I've held over the past 30 years I have developed both revenue and expenditure projections as well as projected assessed valuations and tax rates and the impact of taxpayers. In the past, when I have started a new position, I have put together a 10-year history of revenues and projections and then undertaken a forecast based on past trends. Then I met with the financial team (which now consists of myself, the Assistant Town Manager, Finance Director, Chief Assessor and Treasurer/Collector) to review the basis for projections to make sure there is a reality check on accuracy. Once this has been completed, each year I update the revenue projections while the departments are assembling their annual expenditure budgets so that I know where we stand when budgets are submitted to me for review.
- B. I have developed balanced budgets each year (since 1994) that have been within Proposition 2½. When I started in Westborough, the Town was approximately \$95,000 under the Proposition 2½ levy limit and my predecessor had developed a budget with approximately an \$800,000 shortfall (I started on July 1). By the fall of 2009, I had worked with our unions and staff on health insurance plan design changes and other reductions in budgets (as well as fee increases) to balance the budget. The Board of Selectmen had a goal for the Town to build its financial capacity, and as a result, in 2010, I proposed budgets that were based on a 2.0% increase without counting the impact of free cash. Since that time, Westborough has increased its excess levy capacity from the \$95,000 in 2009 to over \$12 million in FY18. At the same time, the Town has increased its reserves from approximately \$2 million to \$13 million (in FY18). This has provided the Town the financial flexibility to take on several large capital projects (both town and school) without the need for a Proposition 2½ debt exclusion or override.
- C. I have developed both annual operating budgets and capital improvement plans for 30 years (since FY88). Westborough's total current budget is approximately \$115 million, and the capital plan is approximately \$1 million per year plus major capital projects (currently a municipal annex building, and 4 school projects). I have always provided a balanced budget for consideration divided into the following sections: Executive Summary, Budget Summary, Detailed Budget (backup documentation), a 5-year capital improvement plan and a street management plan. The Capital Improvement Plans I have submitted have been based on a priority-based system rated by several individuals to ensure the capital being replaced is the highest priority and meets the needs of the Town. Early on, I developed comprehensive fiscal policies that provide guideline on the percentage of operating budget that the capital plan

should be, and we have made recommendations on the annual capital plan funding levels based on this policy.

- D. I have extensive experience in capital planning that includes numerous building projects, water and wastewater projects and both town and school building projects under the former school building program, as well as three projects funded under the new MSBA program and locally funded school projects. In Sturbridge, we had 3 projects that were funded through debt exclusions; in Westborough we have not had any debt exclusions projects (since 2009 when I started) although we have built a new fire station, renovated town hall, renovated the Junior High School (MSBA), renovated the Town Hall annex building, built a stand-alone Pre-K, renovated two elementary schools and currently are in the MSBA pipeline for a new elementary school. As part of the comprehensive fiscal policies that I wrote, Westborough maintains its debt at 7% percent of the total General Fund Operating budget. As such, I have provided recommendations on funding timelines for various future projects including a new library and community center and the future elementary school projects to maintain the 7% level. Additionally, in the redevelopment of the former State Hospital property, I recommended (and the Selectmen agreed as did Town Meeting) to request Special Legislation to allow Westborough to deposit all the new property taxes derived from the redevelopment into a Capital Stabilization Account (without further appropriation) to allow the Town to begin paying debt directly from this account for future projects and lessen the burden on the existing taxpayers for future projects. It's estimated this will generate approximately \$6 million per year for debt service which is sufficient to pay all the local costs associated with the new elementary school, community center and library.
- E. Every community is different which requires analysis and discussion about what will work in a specific time and community. In Westborough, as stated above, the Town was approaching the need for a Proposition 2½ override and I was asked to develop an approach that would forestall that need. My recommendation was to build budgets for several years based on increasing revenue estimates at 2.0% without accounting for new growth, which allowed Westborough to back off its levy limit and develop a large excess levy capacity. It also required several years of patience to allow the Town to build its capacity. The result has been that the Westborough went from AA to AAA bond rating due to its solid financial policies and financial flexibility. Currently, the Town can absorb large capital projects and deal with annual budget fluctuations without difficulty.

Question 5

- A. I have a very team-oriented approach to management with a goal of working with staff to identify how I can help them succeed. This has worked in every position I have held in developing a tightly knit management group who takes initiative and appreciates the efforts that I make on their behalf. Mostly, I have a very open-door policy and staff are comfortable speaking with me and I try to make the workplace an enjoyable and fulfilling experience.
- B. Evaluating the senior management team that is in place takes time. I can review prior performance evaluations, achievement of goals, etc. but I believe I need to work with a team for at least a year to develop a good understanding of their strengths and weaknesses, develop work-arounds were possible to help them succeed and provide whatever tools I can, including additional training opportunities to ensure they have an ability to succeed. I would meet individually with each department head, as well as staff in my own office for an initial meeting to develop any type of plan and set goals for the first year and then stay in close contact with them throughout the year to ensure they are progressing.
- C. I would address any conflicts brought to my attention within the first 100 days the same way I address all conflicts. I would investigate, review both sides of an issue, speak to all involved and decide on how to proceed. My decision could be based on additional discussions with management staff as well as potential discussions with the Board of Selectmen (depending on the situation). I am very upfront and willing to discuss uncomfortable situations but have a non-confrontational management style that allows me to have these types of discussions in a productive manner.
- D. I would speak with Selectmen and staff, both the management staff and staff within the office to identify people who are highly involved in the community and reach out to introduce myself. I know from experience that many residents will seek out the new Town Manager to introduce themselves and I have found this is a terrific way to make a positive first impression by inviting people into my office and taking the time to listen to them. I would also attend as many meetings as I can initially within the community, including meetings at the Senior Center, schools, etc. Additionally, I would also reach out to the business community through the local Chamber as well as direct outreach to the leaders of large businesses in the community. Further, in reviewing the wants and desires of the community, I would review any recent strategic planning or master planning documents to gain an understanding of the community's needs. If these documents are not recent, I would recommend that Lexington investigate

developing a process without external consultants so that we would truly be addressing the needs, wants and desires of the entire community, not just those of a potential vocal minority.

E. My onboarding plan for the first year would include (because they all need to be happening simultaneously, these are not in a prioritized order):

- Read every document I can obtain, this includes gaining a deep understanding of the Town Manager Act, General Bylaws, Zoning Bylaws and any other regulations or policies adopted by the Town.
- Take the time to develop a trusted relationship with the staff in my office and get to know them and understand their needs.
- Get to know each individual department head and work with them to set goals and determine how I can help them and determine whether there was anything specific as far as training they or their department needs.
- Review all the Town's fiscal management practices and make determinations on recommended improvements.
- Reach out to the Presidents of every labor union in town and meet with them individually to set the tone for our future interactions (from my own experience I believe they will reach out to the union equivalents in my current community which, in my case, will provide a good tone to start out).
- Meet with the School Superintendent to develop a relationship that will be built on trust and mutual respect with an understanding of the Town's finances and how both sides of the budget "aisle" need to work together for the benefit of all residents.
- Attend other board and committee meetings to get to know other players in Town.
- Have an earnest discussion with the Board of Selectmen on the duties and responsibilities of both the Board and the Town Manager, develop processes to ensure the Selectmen's expectations are being met. Working with the Board, develop a series of mutually agreed upon goals for the first year with measures and work with Selectmen to improve processes between the Selectmen and Town Manager to identify areas to hat would allow the Selectmen to be more productive.
- Meet with the Town Moderator to discuss processes I've used and what he would like to ensure Town Meetings proceed as smoothly as possible.
- Review the status of all ongoing programs, projects and organize my office for efficiency.

LEXINGTON, MA
TOWN MANAGER RECRUITMENT
ESSAY QUESTIONS

PLEASE ANSWER ALL QUESTIONS THOROUGHLY AND CONCISELY, LIMITING EACH ANSWER TO NO MORE THAN 2 PAGES (1.5 LINE SPACING, WITH 1" MARGINS).

PLEASE SUBMIT YOUR RESPONSES IN PDF FORMAT WITH YOUR NAME AT THE TOP OF THE DOCUMENT TO RECRUITMENT@MRIGOV.COM BY 8 AM EST ON MONDAY, JULY 23RD.

1. The Town of Lexington has an intriguing mix of development initiatives geared towards providing additional commercial tax revenues while striking the balance of maintaining the culture, historic heritage and high quality of life desired by its residents. Through some creative and targeted zoning initiatives, Lexington has become a regional leader in attracting world class life science companies, adapting its downtown streetscape to enhance and entice small business development and aggressively pursuing visitor tourism dollars by accentuating and promoting its historical prominence in Massachusetts. Please provide us with your experience, if any, in taking a leadership role in each of these initiatives in your work history and if not please discuss how you would immerse yourself in the role of advocating for and advancing this evolving and challenging long term economic development vision in the community.
2. Lexington has a strong commitment to promoting and engaging its diverse social and economic demographic in its local government, institutions, community organizations and social affairs. To that end, the current Town Manager and most recent School Superintendent established a Diversity Advisory Task Force, with the strong support of elected officials, to bring this issue into the public discourse within the community. As the new Manager, how would you embrace, promote and implement this concept in Lexington? What would be your plan of action to diversify the Town's workforce to better reflect the evolving demographics of the community?
3. As stated in the Challenge Statement issued by the community, Lexington is a very desirable community to live, raise a family and work. This "desirable" status has provided a challenge for the town in maintaining and in some respects increasing services to a population that is experiencing the "aging in place" conundrum many Boston suburbs are facing. A growing school population, inflationary impacts on housing prices, lack of affordable housing options for senior residents seeking to downsize and overall infrastructure needs going forward are driving the tax burden on all Lexington residents. Explain 3-4 initiatives you have undertaken in your current or prior positions to improve the efficiency of Town operations or provide services to that segment of the community that may have limited income.

(Continued on next page)



4. The Lexington Town Manager has the responsibility to recommend an annual operating and capital budget as well as a financing plan to the Board of Selectmen and then to the Appropriation Committee, Capital Expenditure Committee and Town Meeting Members. In order to understand the breadth and depth of your municipal budgeting experience would you please describe your philosophy, approach and/or background relating to the following:
- A. Developing revenue forecasting models for one year and five years,
 - B. Developing an operating budget, enterprise budgets, within the constraints of Prop. 2 ½,
 - C. Developing an annual capital budget and a five year capital improvement plan,
 - D. Knowledge of and experience with capital planning and financing, particularly Prop. 2 ½ Debt Exemptions, school construction projects and the Massachusetts School Building Authority, etc.
 - E. The Selectmen have the goal of a balanced and sustainable budget, without a Prop. 2 ½ Operating Override, how would you develop a budget to address this request?
5. The next Lexington Town Manager will follow in the footsteps of a municipal professional who is retiring after 13 years. As the new Manager how would you:
- A. Establish your own leadership and management presence?
 - B. Evaluate the senior management team that is in place?
 - C. Address any conflicts brought to your attention within your first 100 days?
 - D. Engage with and get to know the needs, wants and desires of the Lexington community?
 - E. Establish your “on boarding” plan for your first year?



AGENDA ITEM SUMMARY

LEXINGTON BOARD OF SELECTMEN MEETING

AGENDA ITEM TITLE:

Deliberation and Potential Vote to Select New Town Manager

PRESENTER:

Board Discussion

ITEM NUMBER:

I.3

SUMMARY:

The Board will deliberate and potentially vote on its preferred candidate for the Town Manager.

SUGGESTED MOTION:

Move to authorize Municipal Resources Inc. (MRI) to make a conditional offer to _____ for the position of Town Manager, subject to a satisfactory background check, and successful negotiations of terms of employment, and to authorize Selectmen (X and Y), working with MRI and Town Counsel, to negotiate the terms of employment with _____. The final terms of employment shall be approved by the Board.

FOLLOW-UP:

Selectmen and Municipal Resources Inc.

DATE AND APPROXIMATE TIME ON AGENDA:

8/20/2018

7:00 p.m.

AGENDA ITEM SUMMARY

LEXINGTON BOARD OF SELECTMEN MEETING

AGENDA ITEM TITLE:

Discussion of Schedule and Steps for New Town Manager Contract

PRESENTER:

Board Discussion

ITEM NUMBER:

I.4

SUMMARY:

The Board will discuss the schedule and next steps for the New Town Manager Contract.

SUGGESTED MOTION:

FOLLOW-UP:

Selectmen

DATE AND APPROXIMATE TIME ON AGENDA:

8/20/2018

8:30 p.m.