

Town of Wellfleet



TOWN ADMINISTRATOR FINALISTS

MAY 2020



COMMUNITY PARADIGM ASSOCIATES, LLC

Maria Broadbent

Finalist

Wellfleet Town Administrator



Maria T. Broadbent

~~350 Littleton Road, Littleton, MA 01460~~

April 2, 2020

Search Committee
Town Administrator Search
Town of Wellfleet
100 Main Street
Wellfleet, MA 02667

Dear Search Committee,

With 30 years of municipal experience, including experience as a Town Manager, and 20 years as a department director and division head for the historic seaside communities of Annapolis, Maryland and Newport, Rhode Island, combined with a master's degree in public administration and a bachelor's degree in environmental science, I am pleased to have the opportunity to apply for the position of Town Administrator for the Town of Wellfleet.

Wellfleet is a unique coastal community with beautiful beaches and open space. I will work hard to preserve its way of life and its rural character, while advancing the priorities of the Select Board and the community. I am familiar with the Town of Wellfleet, both during the busy summer season and the quiet winter months, having made many visits to the area for vacation, working seasonally for two summers with Cape Cod National Seashore and frequent visits with local friends and colleagues.

I think you will find that my combination of developing innovative programs in two well-known coastal communities, Annapolis, Maryland and Newport, Rhode Island, balanced with my policy and budget administration, planning, program and benchmarking, and personnel management experience will make me an asset to your organization. I have years of experience working across city, state and federal departments, building coalitions and engaging community stakeholders and employees to strategically plan and execute successful programs.

Highlights of my qualifications include:

Local government experience: 30 years as town manager, director or division chief of municipal programs in Rhode Island, Maryland and Maine. Experience includes working with communities governed by Select Boards with Town Meeting forms of government.

Budgeting and Finance: Chief Administrative Officer, and Finance Director for the Town of Berwyn Heights, Maryland providing fiscally prudent management of the operating and capital budgets, purchasing, investments, accounts payable and receivable combined with years of experience managing grants, operating, and capital improvement projects.

Coastal Resiliency: As the coordinator of Environmental Programs, served as the floodplain manager and resiliency program coordinator for the City of Annapolis, the community predicted by the Union of Concerned Scientist to be most impacted by sea-level rise in the next century. The Annapolis Weather It Together concept, a community-based Cultural Hazard Mitigation Program, has been duplicated by a number of coastal communities, including Nantucket. Coordinated Annapolis' participation in a "sister city" in resiliency with Newport, Rhode Island, through the University of Maryland Environmental Finance Center.

Sustainability: Established the Sustainable Annapolis program. Worked with community stakeholders to develop a Community Action Plan to reduce greenhouse gas emissions and reduce energy consumption. One of two communities in Maryland to achieve nationwide Star Sustainability Certification. Created the Annapolis Environmental Stewardship Certification Program, a voluntary business certification program, which has been modeled across the country.

Environmental Programs: Led programs managing environmental plan review, permitting and compliance through the Army Corp of Engineers, Environmental Protection Agency, state and local agencies. Coordinated efforts to restore millions of dollars' worth of stream restoration and ecological uplift projects funded through state and federal grants. Created two regional solid waste/recycling programs in rural communities and redeveloped four urban programs. Managed programs for land trust easement establishment, stormwater management, urban forestry, sustainable agriculture, and community environmental education.

Community outreach and participation: Served as the ombudsman for the cities of Newport, Rhode Island and Rockville, Maryland, managing public input, outreach and constituent response programs.

Housing: As the department head responsible for licenses, permits and inspections, managed programs to license 6800 units of rental housing, from single family homes to bed & breakfasts, to apartment complexes, including the first rental license inspections of over 900 public housing units. Worked closely with private developers to demolish and redevelop the oldest operating public housing complex in the country into mixed-income housing, along with the renovation of three additional 400 low-income units, into mixed income complexes.

Public/Private Partnerships: Experienced with Public Private Partnerships (P3s), having led a team to develop one of the first in the region P3s for compliance with the Environmental Protection Agency's Clean Water Act Chesapeake Bay Program stormwater management requirements.

Economic Development: Worked closely with both the Annapolis Economic Development Corporation and the Department of Planning and Zoning to redevelop vacant commercial properties and to foster smart growth while implementing the goals of Annapolis Comprehensive Plan. Led department staff to streamline permitting, eliminate numerous types

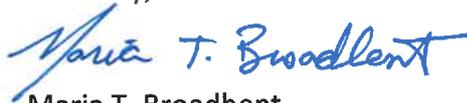
of unnecessary permits, and to establish a predictable permit process through a comprehensive pre-application coordination and liaison process.

Tourism: Developed and managed the Newport Clean City Program, a cross-departmental effort designed to lessen the impact of tourism on year-round residents and to enhance visitor's experience in Newport, Rhode Island. Guided ordinance approval and developed programs for vendors/peddlers, Air B&B/short-term rentals, special event licenses, life-safety inspections and other tourist related programs in Annapolis, Maryland. Served as an emergency response coordinator and program manager for events from Newport Tall Ships and Annapolis Boat Shows, to numerous concerts, parades, and First Amendment gatherings.

Education: Master's in Public Administration from University of Rhode Island and Bachelor of Science in Environmental Science from Unity College in Maine. Master's in Public Administration elective concentration in labor relations, labor law and collective bargaining with years of experience supervising employees covered by collective bargaining contracts.

Enclosed please find my resume in application for this position. I look forward to the opportunity to meet with you to learn more about the position and to discuss my qualifications. I may be reached by phone at 301-915-6026 or via email at broadbentmaria@gmail.com. Thank you in advance for your consideration.

Sincerely,



Maria T. Broadbent

Maria T. Broadbent

~~250 Edgewood Blvd - Annapolis, MD 21403~~
~~email: mbroadbentmaria@gmail.com~~

SUMMARY:

Thirty years of local government management experience with demonstrated expertise in the following areas:

- Town Management & Department Head Leadership
- Fiscal Operations & CIP Budgeting
- Program & Policy Development
- Zoning and Code Enforcement
- Economic Development
- Solid Waste & Recycling
- Grants & Contract Management
- Environmental Management
- Personnel & Labor Law
- Watershed Improvement
- Floodplain/Resiliency Management
- Inspection & Permitting
- Intergovernmental Relations
- Community Outreach/Ombudsman

An innovative leader with demonstrated organizational, analytical and communications skills. Experienced in local government management, policy, projects, programs and personnel. Achievement-oriented with foresight and a dedicated team player who is able to work independently as well as within an organizational framework.

EDUCATION:

Master of Public Administration May, 2004
University of Rhode Island, Providence, Rhode Island

Bachelor of Science in Environmental Science May, 1988
Unity College, Unity, Maine

EXPERIENCE:

Town Manager, (Aug. 2018-present)
Town of Berwyn Heights, Maryland
-Appointed manager under Council-Manager form of government with a town population of approximately 3,500 residents, with a budget of \$4.5 million.
-Provide leadership oversight for departments of Police/Public Safety, Public Works, Administration (including Human Resources, Clerk, Treasurer), Senior Center, Recreation and Code Compliance.
-Serve as the first manager under a Council-Manager form of government, developing initial policies and procedures for budget presentation/adoption, personnel, financial management, project tracking and ordinance review/adoption.

Director, Office of Environmental Policy, (July 2016-April 2018)
City of Annapolis, Maryland
-Responsible for the protection and enhancement of the natural environment within the City of Annapolis through city-wide plans, policies, programs and projects including, but are not limited to: Urban Forestry; Sustainability/Resiliency; Floodplain Management; Land Trusts – Land Conservation; Clean Water Act, Watershed Improvement and Stormwater Compliance Coordination; Environmental Grants; Environmental Policy Development and Initiatives and Public Education and Outreach.

Director, Dept. of Neighborhood & Environmental Programs

(Oct. 2010-July 2016)

City of Annapolis, Maryland

-Department director responsible for construction permitting, environmental aspects of land use planning, code enforcement, inspections and rental and trade licenses, environmental programs including stormwater management, urban forestry, green building, environmental stewardship, sustainability and resiliency policy, and compliance with state and federal environmental regulations. Provide leadership for a department of 26 employees, with an operating budget of over \$2.5 million plus CIP, including policy development and management, strategic planning, city council presentations, budget management, contract procurement and management. Responsible for the hiring and supervision of department staff.

Environmental Program Coordinator

(January 2008-October 2010)

City of Annapolis, Maryland

-Program manager responsible for providing leadership to the city's environmental compliance and stewardship programs. Examples include programs for energy efficiency, environmental compliance, sustainability, development review, wastewater pretreatment, stormwater management, solid waste program development, compliance with state and federal environmental regulations, recycling and environmental education.

Neighborhood Resources Coordinator

(August 2005-January 2008)

City of Rockville, Maryland

-Ombudsman in the City Manager's office responsible for serving as the liaison between the City government and residents/businesses.

-Facilitator and conflict mediator representing the City Manager's Office

-Assisted with the redevelopment of the city's solid waste program.

-Served as a policy analyst, coordinator of special projects and member of the development review team.

Clean City Program Coordinator

(December 1994-August 2005)

City of Newport, Rhode Island

-Division Chief, responsible for the development, implementation and management of the City's environmental programs, known as the Newport Clean City Program, designed to improve the quality of life in the city, to reduce the impact of tourism and to comply with state and federal environmental regulations by working with all city departments, stakeholders and elected and appointed officials to develop and implement comprehensive environmental policies and programs.

-Managed the City's programs for collection of solid waste/recycling, household hazardous waste, litter management, street sweeping, graffiti mitigation, sustainability, environmental compliance including MS4, Clean Water Act, wastewater pretreatment, City-wide employee safety and natural resources management and environmental education.

-Managed division's operation and capital project budget.

-Responsible for contract bidding, award and management.

-Served as the city's ombudsman.

Director

(May 1994-December 1994)

Central Penobscot Solid Waste Facility, E. Corinth, Maine

-Built, operated, managed and maintained a three-town quasi-municipal program including budget and grants management, serving a rural population.

-Supervised the construction of the facility, developed operating plan and ordinances.

Coordinator of Student Development Programs

(1992-1994)

Unity College, Unity, Maine

-Implemented and managed co-curricular programs for the on-campus student population, including residence life and environmental programs for the campus population. Served as the college's first sustainability and recycling coordinator.

Director

(1989-1992)

Regional Recycling Center, Thorndike, Maine

-Established and operated a regional quasi-municipal recyclables processing facility serving eleven towns from grassroots organization through procurement and management of grant funds, including non-profit incorporation, property purchase, facility design and construction management to establishment of operating procedures, implementation of local ordinances, materials marketing and budget planning.

Park Naturalist/Interpreter

(Summer 1986 & 1987)

Cape Code National Seashore, Eastham, Massachusetts

AFFILIATIONS & HONORS:

-30-Year Local Government Service Award, International City/County Management Assoc., October 2019

-Secretary, Maryland City/County Management Assoc., since 2019

-Member, Government Finance Officers Assoc., since 2019

-Government Leadership Program, Center for Public Service, Univ. of Virginia, High Performing Organization Training, 2005

-International City/County Management Association, member since 2004

-Leadership Anne Arundel, Alumni, 2009

-City-County Communications & Marketing Assn., First place national service delivery award for public program promotion, 2006.

-Main Street Clean Safe & Green Award, Maryland Main Street Program, first ever award, 2009

-Sustainable Maryland Certified Awards, Environmental Finance Center, 2016 & 2013

-Roadside Tree Care Expert, Maryland Dept. of Natural Resources, 2013

-Forest Conservation Qualified Professional, Maryland Natural Resources, 2008

-Solid Waste Assn. of North America, Certified Municipal Prog. Manager, since 1997

-Rhode Island Wastewater Treatment Operator I, 1997

-Newport City Council Citations, for program development, 1998 & 2000

-Navy and Marine Corp Achievement Medal Seventh Naval Construction Regiment, Newport, RI reservist responsible for logistical management of \$60 million of military assets, 2000

-Rhode Island Department of Environmental Management Award, first ever statewide award for exceptional program development, 1998

-Citation for Public Service, Unity College Board of Trustees for establishment of the Regional Recycling Center, 1992

Maria Broadbent

Reference Comments

The following comments were provided by six individuals: a current Mayor of a Maryland community; an Alderman of a Maryland community; a former City Manager of Rhode Island community as well as a former City Manager of a Maryland community; a former Chief Communications Officer and former Public Information Officer for a Maryland community; a former Deputy Director of the Maryland Department of Environment and former department Director at the University of Maryland; and a resident of a Maryland community, who undertook a major project to recreate a stream and wetlands area in the community.

- Ms. Broadbent is intelligent and knowledgeable without having any pretense or acting condescending. She is very professional and works well with others.
- She understands the importance of building strong and effective relationships. She has a collaborative style and is considerate of others' concerns.
- I was Environmental Committee chair at St. Luke's Church in Annapolis, and we wanted to build a nature trail in the woods behind the church. As I explored the area, I noticed a corroded drainpipe and lifeless creek. I was interested in doing a stream restoration project and contacted the city. I was put in touch with Maria who thought it would help with the watershed program and pollution reduction. It was the first-ever stream restoration project in Annapolis and it became a massive project that required working at the local, state, and national levels to get buy-in, permits, funding, etc. Maria had a calm, diplomatic manner. Even at the most frustrating times, she could calm the situation. The project wouldn't have been accomplished without Maria. She brought all jurisdictions together to walk through the plan, the process, and the importance of the project. She is an amazing problem solver even when in the worst circumstances. It was an incredibly challenging project with months upon months of frustrations, and she kept her enthusiasm the entire time. This effort spanned two city administrations and two Boards of Aldermen.
- Maria was able to get the grading permits, and other permits, despite some incredible animus from some quarters. She remained professional and respectful the entire time. She worked with us on community meetings and outreach, explaining the facts to neighborhoods that were opposed out of misplaced fear of flooding. A neighborhood that had fought the project now loves it and wants to have a living natural shoreline.
- I considered Maria to be the go-to person. There are a lot of things in Annapolis that wouldn't have been accomplished without Maria.
- She is highly skilled at working with citizens and volunteers; she enjoys working with them and helping them to accomplish goals.



- Maria takes things in stride and moves forward with confidence, armed with the facts.
- She is great on budget issues. She's very good at working the numbers and coming up with solutions to budgetary issues.
- She can do both the detail work and serve in the leadership role.
- She has done collective bargaining with AFSCME employees and solid waste department employees. She has really good experience with negotiations.
- Rockville is the most affluent community in Montgomery County, which is the most affluent county in Maryland. She is experienced and talented at working with citizens of means and of influence as well as with middle- and lower-income citizens.
- Maria is an empathetic person. She listens; she learns; she cares; she understands. Not only does she have the ability to learn, she is also capable of accurately transferring that knowledge to others. She is a clear communicator.
- She listens to every side of an issue and makes sure all voices are heard. She is innovative and willing to explore different options before deciding on a solution.
- As Alderman, I really leaned on her for her technical strengths and for her skill in helping people come to a common understanding. She can explain complicated issues and projects in very straight-forward, basic language.
- Maria has worked in tourism-based communities and understands how to help them thrive. She is creative and enjoys working with groups to develop new strategies and events for bringing in people, and she enjoys participating in those events and making herself part of the community.
- She has the power of persuasion. Maria is able to inspire others to buy into a mission or overall vision and help see it to completion.
- Workforce housing was a major issue in Newport and Maria is well aware of the challenges there and the creativity and collaboration needed to find solutions.
- She understands the importance of the environment, sustainability, and the impact of climate change. She has done significant work with environmental protection and sustainability.
- When I was mayor in Newport, Maria was the Clean City Coordinator and did an excellent job. It was said in Newport that if you gave the job to Maria, she'd get it done right. When I became City Manager in Annapolis, I recruited her to take my former position as Director of Department of Neighborhood & Environmental Programs. She was one of my top people; she is smart, trustworthy, creative.
- She put together the entire Clean City Program in Newport, making sure graffiti was removed, getting streets cleaned, new waste barrels installed, improving the entire appearance of the city which had really suffered during the economic downturn. She reworked the solid waste bids – Newport had a contract with one politically connected company for 40-50 years and Maria did the bids professionally and awarded the contract to another company, saving the city \$500,000 a year. It was not without some blowback, but she took the hits and stood up for what was right for the community as a whole.
- I recently tried to recruit her again for a deputy position with Baltimore County, but she wants to be in New England.



- Newport and Annapolis have very politically active citizens and some citizens and officials who are rather difficult to work with, but Maria has an easy-going demeanor that helps to smooth the way and eases the temperature in the room.
- Tourism is a huge driver of the economies in both Newport and Annapolis. You can't do anything without considering the potential impacts to tourism – related to visitors, businesses, and citizens.
- City Dock in Annapolis all started with Maria. She is very creative. City Dock connects with the Chesapeake Bay and has boutiques, restaurants, pubs, historic inns, art galleries, fireworks, boat tours and shows, etc. She helped create branding events for the city. City Dock is a huge driver of tourism and day visits as well as a destination for area residents.
- Maria was highly involved in moving Annapolis forward in becoming a more sustainable city. Her efforts involved myriad departments and committees throughout the city. She worked on green infrastructure, storm water management, flooding issues, proper disposal of pet waste, etc., to make the city a greener community. She made sure the city was leading the way. She gets results. She can weight multiple, often contrary, opinions, and can balance and bring about compromise. She is skilled at mediating and at conflict resolution.
- In leadership style, Maria is more of a convener than an autocrat. She brings people together to build consensus and move the plan forward.
- She has worked in very challenging communities and been highly successful.



Shawn MacInnes

Finalist

Wellfleet Town Administrator



Shawn MacInnes, MBA, PE



April 26, 2020

Bernard Lynch
Community Paradigm Associates
One Saddleback
Plymouth, MA 02630

Dear Mr. Lynch:

It is with great pleasure that I submit to you my resume for the position of Town Administrator for the Town of Wellfleet. As my resume indicates, I have extensive experience in all aspects of municipal government. With that experience, I have excelled as much at developing and implementing innovative and technical initiatives, as I have at coordinating and managing municipal projects, finances, personnel and services. My management style is one that fosters an atmosphere of open communication, collaboration, professionalism and support. It is that same hands on leadership and management style that I will bring to the day to day operations of Wellfleet.

Far too often in government, barriers to exceptional performance and efficiency are created for a variety of reasons. During my career, I have always approached each challenge with an open mind so that the best possible outcome for the citizens could be achieved. After reviewing the needs of the Town of Wellfleet and the Selectboard's FY20 Goals, I believe my skillset and detailed knowledge of all aspects of municipal government would allow me to have an immediate impact. Additionally, with having been involved in a number of process improvement initiatives, from public works to finance to information technology, I've demonstrated proven success in reducing expenses while maximizing human resources. I've also performed that same role on a regional level by spearheading wastewater and technology initiatives with multiple Cape towns.

My track record is one of innovation and collaboration, as is illustrated by the list of initiatives and accomplishments on my resume. These achievements demonstrate my ability to meet and exceed expectations in a range of environments. I am certain that I will contribute the same high level of performance as Town Administrator in Wellfleet.

I would welcome a meeting to discuss the position and the results you can expect from me.

Thank you for your time and consideration.

Sincerely,

Shawn MacInnes

SHAWN MACINNES, MBA, PE



MUNICIPAL MANAGER

Visionary and goal-oriented executive with demonstrated success in budgeting and financial planning, and developing and implementing cutting edge solutions to address municipal initiatives. Experienced at developing strategic plans for town wide implementation and operation of services, streamlining business processes, collective bargaining, personnel management and coordinating renewable energy initiatives. Chief procurement officer initiating and enforcing strict budget controls addressing town needs and promotion of growth. Skilled at crisis management, conflict resolution and problem-solving.

AREAS OF EXPERTISE

| | | |
|-----------------------------------|---------------------------------|-----------------------------------|
| Operational Efficiencies | Budgeting & Fiscal Policy | Collective Bargaining |
| Proven Leadership & Team Building | Strategic & Long Range Planning | Project Management |
| Policies & Procedures | Cost Saving Initiatives | Procurement |
| Performance Management | Employee Development | Negotiation & Conflict Resolution |

SELECTED ACHIEVEMENTS

- Prepared balanced budget of over \$91 million, including over \$5 million in capital projects, while maintaining AAA bond rating and achieving goals of avoiding overrides, staying within proposition 2 ½ limits and avoiding funding recurring expenses with non-recurring revenues
- Oversaw over \$26M in municipal construction projects, including Police station, Library branch, Maritime Center and Municipal Stadium turf field improvements.
- Established task force with local university to collaborate and implement mutually beneficial activities related to business and economic development, land and facilities management, public safety and emergency management planning, and teaching and research.
- Worked in partnership with developers on reviewing and permitting affordable housing projects accounting for over 350 new affordable housing units, which will exceed Town's 10% goal
- Oversaw Town wide reclassification and compensation study for 160 staff involving 100 specific positions. Equitably incorporated the results while negotiating new contract agreements with 11 Collective Bargaining Units.
- Member of executive committee charged with planning, designing and developing a long term financing plan for a proposed \$400 million town wide wastewater treatment solution involving community partnerships with multiple towns.
- Spearheaded Town's renewable energy initiatives including Green Communities Designation, solar installations and work on creating Cape Cod's first Green Energy Park funded through public private partnerships and State grants.
- Built a state of the art information technology division from scratch, providing vision and executive direction, infrastructure capitalization, personnel hiring, budgeting, policy development and contract negotiation.

EDUCATION

University of Massachusetts at Lowell
Bachelor of Science, Civil Engineering

Suffolk University
Masters in Business Administration

Massachusetts Registered Professional Engineer

Massachusetts Certified Public Purchasing Official (MCPPO)

PROFESSIONAL EXPERIENCE

TOWN ADMINISTRATOR:

July 2018 – Present

Town of Dartmouth, Massachusetts

Population 34,000

Chief Administrative Officer responsible for overseeing \$91 million budget and over 1300 employees. Responsible for the day to day administration, budget projections and strategic planning, preparation of annual and capital budgets, Town Meeting Warrant preparation, collective bargaining and human resources.

- Chief Procurement Officer, MCPPO, responsible for policy setting and oversight of all expenditures.
- Updating the Town's 13-year-old Master Plan, through the award of District Local Technical Assistance grant, to detail the strategies, policies and actions that will establish a path for the Town's future.
- As part of the State's Green Communities program, applied for and received over \$200K in annual grant funding and nearly \$200K in utility incentives for projects expected to save over \$150K annually.
- Updating the Town's Housing Production Plan to increase the supply of affordable workforce housing, accommodate a growing elderly population, and add new units to the Town's housing inventory.
- Received \$80K Seaport Economic Council grant for dredging and marina study in harbor area.
- Implementing online License and Permitting system, streamlining the permitting and licensing process for seven departments, primarily funded through a \$54K Community Compact Information Technology grant.
- Received \$30K Municipal Vulnerability Preparedness (MVP) Program grant to identify vulnerabilities and develop plans to increase climate change resilience, as well as update the Town's Hazard Mitigation Plan
- Develop and implement Town's COVID-19 Continuity of Operations Plan to enable all staff to work remotely while maintaining business operations in all departments and continue to provide full services to the public..

MUNICIPAL OPERATIONS DIRECTOR:

January 2015 – July 2018

Town of Yarmouth, Yarmouth, Massachusetts

Oversee capital project management, procurement and renewable energy. Establish and implement long range planning, development of goals and objectives, preparation of annual and capital budgets, labor negotiations, project management, and needs analysis.

- Oversee operations of Community Services department consisting of over 50 employees in Golf, Libraries, Senior Services, Park, Recreation, Cemetery, Natural Resources and Information Technology Divisions.
- Chief Procurement Officer, MCPPO, responsible for policy setting and oversight of over \$25 million in expenditures.
- Renewable Energy Director responsible for Town's Solar, Anaerobic Digester, battery storage and Green Communities initiatives.
- Member of Finance team responsible for reviewing and preparing annual operating and capital budgets for the Town and regional school district.
- Managed consultants, MassDEP, and various partners to increase revenues and decrease expenses at the Septage Treatment Facility, while simultaneously increasing MassDEP discharge limit. Working toward ultimate goal of creating a sustainable Green Energy Park.
- Negotiated collective bargaining agreement with Steelworkers and SEIU unions, as well as Police and Fire collective bargaining through the State Joint Labor-Management Committee process.

DIRECTOR OF INFORMATION TECHNOLOGY:

March 2000 - January 2015

Town of Yarmouth, Yarmouth, Massachusetts

Designed and launched the Information Technology Division and Government Access television channel. Developed operational, capital and long range budgets. Procured and implemented software, hardware, voice, data and video systems for 25 sites and 350 employees..

- Designed and implemented a \$400,000 town wide secure Broadband Fiber Optic WAN environment, enabling 25 town facilities to transfer voice, data and video, access application software and utilize Global Information Systems data.
- Implemented \$300,000 digital document scanning project, providing the public online access to Town documents, including building permits, health permits, Assessors cards, and Board of Appeals filings.

Shawn MacInnes

Reference Comments

The following comments were provided by three individuals: a former Town Administrator of a Cape Cod community; a Finance Director of a Cape Cod community; and an Assistant Town Manager of a Cape Cod community.

- Mr. MacInnes has diverse skills that are of great benefit to a municipality. He knows IT, engineering, wastewater, general municipal management.
- He made enormous upgrades to Yarmouth's ability to provide services online. He also upgraded our payroll system which had been antiquated.
- Shawn is excellent at fostering collaboration and building teams. He knows how to boost morale and how to keep people's spirits up.
- He is very good at motivating and inspiring others.
- He is exceedingly good at creating and maintaining open communication with a variety of people and groups.
- Shawn is skilled at managing people and projects.
- He has a solid business background, knows structural engineering, and wastewater, and is adept at managing people and processes. He is skilled at streamlining processes.
- His last role in Yarmouth was essentially IT director, part of the finance team, chief procurement officer, renewable energy director, wastewater coordinator, and supervisor of engineers. He has a wide variety of skills and talents, some of which are rare for a town manager and all of which are beneficial in helping a town to move forward.
- He knows the budget process from the ground up; he and I worked on it together in Yarmouth and he knows how to manage finances inside and out.
- Shawn understands Cape issues – housing, budget constraints, climate change and coastal resiliency, history and culture, economic. He really gets it; he knows what matters and how to work in this region.
- He is excellent with communication and transparency. He put Yarmouth's website, including technology and infrastructure, in place and made sure residents could easily get the information and services they wanted and needed.
- The IT department really grew and became a sophisticated operation under his leadership. He implemented a new financial management system and Yarmouth became one of the communities to make the most of Munis. It is used to great capacity for budgeting, custom reporting, and the personnel module.
- He is skilled at making presentations and being able to share information and data in a way that others – at Town Meeting and various other meetings as well as with individuals – can understand.



- He designed Yarmouth's information technology division and the government access channel. He understands technology and how it can be used to improve local government and aid the community. He implemented a new permitting software. It was a regional effort, for Yarmouth and two other communities, funded by a state grant. It provides online permitting access, lets contractors complete a profile so they don't have to put in the information every time they apply for a permit, and it facilitates tracking across departments. It really streamlines the permitting process.
- I value his skills so much that, in Falmouth, when we were looking to hire a new IT director, I brought in Shawn to participate in the interviews and help us decide who to hire. He easily cut through any rhetoric and pointed out the best candidates. He was dead-on in recommending the two finalists.
- He is highly collaborative. He enjoys working with elected and appointed committees and boards. He leads and works with teams very well.
- He has excellent management skills. That was recognized early on in Yarmouth and that's why his portfolio was continually expanded. We wanted, and he wanted, to put his expertise and talents to use.
- In Yarmouth, Shawn worked on collective bargaining, developing the town budget, and capital planning. He worked on climate change issues, conducted a cybersecurity audit, and worked on renewable energy initiatives. He did a great job with all of them.
- Shawn knows how to lead through influence and by sharing his knowledge; people recognize that he knows what he's talking about and that aids in getting buy-in from people. He can bring people to consensus.
- Shawn has a lot of patience and a good sense of humor. He takes the work and the job seriously but doesn't take himself too seriously.
- He worked on creating the Cape Cod Energy Park on municipal land which provides services to other area communities and gains revenue for Yarmouth. It includes solar energy and battery storage, an anaerobic digestion facility that converts septic waste, solid sewage, and food waste into natural gas to heat buildings, power generators, or be sold to National Grid. It will also aid in the reduction of the Town's carbon footprint.
- He rolls up his sleeves. He doesn't ask more of people than he is willing to give himself. He pitches right in. He has tremendous drive and determination to get things done.
- Shawn is working on updating Dartmouth's Master Plan, for which he was able to get a grant. He is very forward-thinking. He is strategic.
- He has a calm temperament and doesn't get riled up even when others are. He doesn't take things personally.
- There's nothing I asked of him that he didn't do with a smile and do well. I can't think of any shortcomings with him. He is a unique talent in municipal management.
- Shawn has a command presence. He is diligent, hard-working and very intelligent. He also has an engaging personality which helps to motivate and engage others. He makes work a place where people want to be.



- He negotiated collective bargaining agreements with our unions and did so very successfully.
- He knows the Cape, loves the Cape, understands Cape issues, and has a lot of contacts throughout the Cape. He is smart enough to reach out to others in the region for support when needed and to bounce ideas off them. He follows the trends in municipal management and implements best practices.
- He comes up with non-tax revenue ideas, like the Cape Cod Energy Park.
- Shawn doesn't get rattled; he is calm and decisive in a crisis situation. He is very easy to deal with and is highly competent.
- His leaving was a great loss to Yarmouth and we still haven't gotten over it. He was ready to take the lead role, so we understood why he went to Dartmouth, but we would love to have him back here.
- He has a highly positive reputation in the region.
- Shawn knows procurement; he's written and managed grants; he is skilled at budgeting and managing finances; he is strategic in his planning and thinking; and he is good at managing people.
- He is a good coach and mentor to staff. He gets to know people, to learn their skills and abilities, and helps them get the best from themselves.
- Shawn is a solutions-focused manager. He enjoys taking on challenges and rolling up his sleeve to accomplish goals and get things done.
- Shawn is smart, decisive, a good mentor and coach to staff, and a talented leader.

