



## Wellfleet Selectboard

### **Note: Start Time of 5pm**

The Wellfleet Selectboard will hold a Working meeting on **Tuesday, January 30, 2024, at 5:00 p.m.** located at the Town Hall basement conference room, Wellfleet, MA 02667. Remote participation will be available by Zoom and telephone as provided below, in compliance with 940 CMR 29.10 and the Town's Remote Participation Policy. If technological problems interrupt remote participation, the meeting may be suspended or ended at the discretion of the Chair in consultation with the Board.

*Note: Any individual may record the meeting, but must first notify the Chair, and may not interfere with the meeting to record it. See M.G.L. c. 30A, s. 20(f).*

**Join the meeting hosted in Zoom by using the following link:**

<https://us02web.zoom.us/j/85689604806?pwd=blplVFFBZzViQ0xNWkZKMm9iMVdrdz09>

**By Phone: +1 929 205 6099 and enter Meeting ID: 856 8960 4806 | Passcode: 611877**

**To participate during public comment:**

In person: go to closest available microphone.

Zoom: raise hand to be called on to speak.

Phone: dial \*9 to raise hand to be called on

*All participants must be recognized by the Chair prior to speaking during public comment or at any other time during the meeting. See "Speech and Conduct at Public Meetings" page following Agenda for further information on the law governing public participation.*

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### **I. *Announcements and Public Comments***

**Note:** Public comments are limited to no more than three minutes per speaker. A speaker may speak once during this Public Comment period. The Board will not deliberate or vote on any matter raised solely during Announcements & Public Comments.

### **II. *Board Action - Police Department***

- A. Appointment of Daniel Almas as Full Time Police Officer
- B. Promotion of Lieutenant Michael Turner to position of Deputy Chief

### **III. *Board Action – Town Accountant***

- A. Appointment of Suzanne Moquin as Town Accountant by the Town Administrator. The Select Board will vote to approve the Town Administrator's appointment within the fourteen-day notice period.

### **IV. *Board Action - Appointment of Interim Town Administrator***

- A. Discussion of candidates and vote on appointment of Interim Town Administrator

**V. *Complaint Process***

- A. Administration staff will present the Board with a draft Policy on Complaints for discussion and potential vote.

**VI. *Personnel Board***

- A. Current Status

**VII. *Town Counsel Opinion on Shellfish Department Deputy Position***

- A. Waiver of Attorney-Client Privilege
- B. Release of Opinion

**VIII. *Adjourn***

## Speech and Conduct at Public Meetings

The SJC's Barron v. Kolenda case decided in March of 2023 held that "civility cannot be required regarding the **content of speech** at a public comment session in a public meeting."

Barron v. Kolenda also held that public bodies may impose restraints on the **conduct of individuals** at a public meeting:

"What can be required is that the public comment session be conducted in an "orderly and peaceable" manner, including designating when public comment shall be allowed in the governmental meeting, the time limits for each person speaking, and rules preventing speakers from disrupting others, and removing those speakers if they do. We have concluded that such time, place, and manner restrictions do not violate either the right to assembly under art. 19 or the right to free speech under art. 16.

In addition to the SJC's instructions in Barron v. Kolenda on a public body's right to require "orderly and peaceable" public comment, the Massachusetts Open Meeting Law contains rules for **conduct** at public meetings. From Mass. General Laws Chapter 30A, s. 20:

- No person shall address a meeting of a public body without permission of the chair, and all persons shall, at the request of the chair, be silent.
- No person shall disrupt the proceedings of a meeting of a public body.
- If, after clear warning from the chair, a person continues to disrupt the proceedings, the chair may order the person to withdraw from the meeting
- If the person does not withdraw, the chair may authorize a constable or other officer to remove the person from the meeting.

### Public comment at Selectboard meetings

The Selectboard does not seek to, and will not regulate the **content** of speech by participants at public comment (with the exception of threats, incitements to violence, or other jeopardy to public safety). However, consistent with the Barron v. Kolenda case, the Chair will enforce the above rules to prevent disruption of meetings and to ensure "orderly and peaceable" public comment. Examples of conduct that disrupts a meeting include:

- Addressing the Board or the public when not recognized by the Chair, whether at the microphone or in the audience.
- Interrupting a speaker recognized by the Chair.
- Interrupting a Board member or Board discussion.
- Continuing to speak when time for comment has expired and the Chair has advised that the speaker is no longer recognized.
- Refusing to cease any of the above or other disruptive conduct when requested by the Chair

The Chair will flag disruptive conduct and issue a verbal warning to the individual engaged in it. If an individual who has received a verbal warning continues to disrupt proceedings (at that time or later in the meeting), the individual will be asked to leave the meeting. If the individual does not leave the meeting, the Chair will authorize his or her removal from the meeting.



# Wellfleet Police Department

36 Gross Hill Road ° Wellfleet MA 02667

Phone 508-349-3702

Fax 508-349-7683



Kevin M. LaRocco  
Chief of Police

Michael P. Turner  
Lieutenant

January 30, 2024

To: Select Board  
From: Chief Kevin LaRocco

Subject: FULL TIME POLICE OFFICER APPOINTMENT

I request Daniel Almas be appointed as a Full Time Police Officer subject to the successful acceptance and subsequent completion of the Massachusetts Police Training Council Academy. Mr. Almas will be filling the current vacant position.

**Daniel Almas:**

Physical	Completed/Passed
Physical Agility Test	Completed/Passed
Police Academy Application	Completed/Passed
Background Check	Completed/Passed
Psychological Evaluation	Completed/Passed
POST C Certified Application	Completed/Passed

I recommend that Mr. Almas be appointed as above and that a conditional offer of employment be extended as follows:

- Pass a background investigation.
- Pass a psychological
- Pass a physical
- Pass the Physical Agility Test (PAT test)
- Obtain or be able to obtain a MA license to carry a firearms permit (Class A)
- Complete the Full Time Police Academy
- Satisfactorily complete the Field Training program

Respectfully submitted for your information and consideration.

Kevin LaRocco  
Chief of Police

cc: Richard Waldo, Town Administrator

*Proudly Serving and Protecting our community*

Police Officer Position; Full Time  Part Time

Communications Position; Full Time  Part Time

## WELLFLEET POLICE DEPARTMENT SUMMARY SHEET OF APPLICANT'S INFORMATION

Applicant's Name: Almas Daniel J.  
(Last) (First) (Middle)

**The following information is a summary of information provided as part of a 10 page application packet. The entire application is available for your review if you so desire.**

### I PERSONAL HISTORY

Address: \_\_\_\_\_  
(Number & Street)  
Marston Mills MA 02648  
(City/Town) (State) (Zip)

### II EDUCATION

	School Name, Address and Phone Number	Graduated Yes/No	Number of Years Attended	Degree	Major
High School	Barnstable High School 744 West Main Street Hyannis _____	Yes	4	Diploma	
Undergraduate					
Graduate					
Other					

- b. Have you attended or are attending a Reserve Police Academy? Yes  No  If yes, give details to include completion date: \_\_\_\_\_
- c. Have you attended or are attending a Full Time Police Academy? Yes  No  If yes, give details to include completion date: \_\_\_\_\_
- d. Do you have a First Responder certificate? Yes  No  Exp. Date: \_\_\_\_\_
- e. Do you have a CPR certificate? Yes  No  Exp. Date: \_\_\_\_\_

- f. List any special abilities, interests, sports or hobbies along with degrees of proficiency:  
Proficient in physical fitness, sports, first aid, land Navigation, Marksmanship.  
Hobbies are motorcycles, Sports
- g. List any special equipment or computer systems with which you have experience.  
Experience with computers such as word processing, excel.

**III EMPLOYMENT HISTORY**

Dates		Name, Address and Telephone of Employment	Rates of Pay		Supervisor's Name and Title
From Mo./Yr.	To Mo./Yr.		Start	Finish	
08//04/19	08/04/23	United States Marine Corps 3381 Food Service Specialist			<b>SSGT Hernandez</b> Assistant Mess Hall Manager [REDACTED]
Reason for Leaving: End of Services					

Dates		Name, Address and Telephone of Employment	Rates of Pay		Supervisor's Name and Title
From Mo./Yr.	To Mo./Yr.		Start	Finish	
06/11/16	07/31/19	Hyline Cruises 220 Ocean Street [REDACTED]			<b>Jerry Poyant</b> Operations Manager [REDACTED]
Prepare and Transition to recruit training and become United States Marine					

Dates		Name, Address and Telephone of Employment	Rates of Pay		Supervisor's Name and Title
From Mo./Yr.	To Mo./Yr.		Start	Finish	
Reason for Leaving:					

- b. Have you ever been disciplined or forced to resign because of misconduct or unsatisfactory employment? Yes [ ] No [ **XX** ] If yes, give details:  
 \_\_\_\_\_
- c. Are you eligible for rehire with each of your former employers? Yes [ **XX** ] No [ ] If no, please explain: \_\_\_\_\_



# Wellfleet Police Department

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Phone 508-349-3702

Fax 508-349-7683



Kevin M. LaRocco  
Chief of Police

Michael P. Turner  
Lieutenant

January 30, 2024

To: Wellfleet Select Board  
From: Chief Kevin M. LaRocco

Subject: PROMOTION OF LIEUTENANT MICHAEL TURNER TO THE POSITION OF DEPUTY CHIEF

I request Lieutenant Michael Turner be promoted to the position of Deputy Chief within the Wellfleet Police Department effective Monday February 5, 2024. Lieutenant Turner is the most senior staff member within the Department, having been here for 24 years. I believe he is well suited for an advanced leadership role based on his exemplary communication skills, and his deep understanding of the importance of leading the Department from within and by example. Lieutenant Turner is highly motivated and committed to staying up to date with the latest developments in law enforcement. He understands the importance of developing and maintaining relationships within the community and is committed to upholding the highest standards of integrity and professional conduct. Since May 2023, after Chief Hurley went out on medical leave, Lieutenant Turner has supported every effort to keep the department running smoothly and never fails to communicate clearly and be present when needed. Personally, I can't think of an officer with whom I would be more confident as my second in command. I have attached Lieutenant Turner's letter of interest for the Lieutenant's position that was submitted back in May 2023 as further evidence of his qualifications.

Sergeant Turner's summary of information:

May 1998	Hired as a Summer Police Officer
November 1999	Hired as a full-time Dispatcher.
November 2000	Hired as full time Police Officer
April 2003	Trained as Department Firearms Instructor
September 2011	Promoted to Sergeant
November 2022	Completed the FBI Trilogy Leadership Program
May 20223	Promoted to Lieutenant

Respectfully submitted for your information and consideration.

Kevin M. LaRocco

*Proudly Serving and Protecting our community*

To: Chief Kevin LaRocco

From: Lieutenant Michael Turner

Subject: Police Lieutenant Vacancy

Date: January 22, 2024

I am writing to express my interest in the position of police Deputy Chief. I began my employment with the Wellfleet Police Department in May of 1998 as a special police officer. I returned for the summer of 1999 as a special police officer and was then hired as a full-time dispatcher. I worked in that capacity until November of 2000, when I was hired as a full time Police Officer. During the past 24 years, I have taken on the responsibilities of the department firearms instructor, Taser instructor and fleet manager. In September of 2011 I was promoted to the rank of Sergeant. I have added scheduling coordinator, senior center liaison and critical incident stress management and peer support officer to my list of responsibilities. I have continued to strive for and accept more department responsibilities throughout my career. My many responsibilities have helped me develop meaningful relationships with the department members that will help me transition to a command leadership position. I believe these relationships will help me lead in a fair and proficient manner in the role of Lieutenant.

I have continuously pushed to improve department equipment including newer and updated vehicles and vehicle police equipment. I initiated an update to a black and white vehicle paint scheme and new graphics design to add a more professional appearance to the patrol vehicles. I initiated an update of our patrol rifles to replace our outdated shot guns. After extensive research including a study that was conducted by the FBI detailing the benefits of the 9mm weapons system, I initiated a change from our .40 caliber Glock duty weapons to our new 9 mm Glock handguns. During the design phase for the new police department facility, I pushed for a wellness area for the department to help improve the physical and mental wellness of our employees. I have assisted with interviewing applicants while participating in the hiring process for new police officers on numerous occasions. I created and implemented our current roll call form that is used to pass on pertinent information from each shift to the other department members.

In April of 2003 I attended the Smith and Wesson Academy to be certified as a firearms instructor. In June of 2004 I attended and completed train the trainer training from the Emergency Management Institute for Community Emergency Response Team (CERT). In April of 2011 I attended the AXON Taser Training course for Taser Instructors. In November of 2011 I attended the MPI Institute for Leadership Communications for Police Supervisors. In October of 2021 I attended the MPTC Critical Incident Stress Management Course. In April of 2022 I attended the FBI LEEDA Supervisor Leadership Institute course. In May of 2022 I attended the Intentional Leadership Course taught by Dean Crisp. In November of 2022 I completed the FBI LEEDA Command Leadership Institute course. In December of 2022 I completed the FBI LEEDA Executive Leadership Institute course which completed my FBI LEEDA Trilogy.



Before my employment with the Wellfleet Police Department, I served in the United States Marine Corps. I served for a total of 8 years, 6 of which were as an active reservist and 2 were as an inactive reservist. I served as an infantryman with the First Battalion, Twenty fifth Marines. I served honorably and gained knowledge of being part of a team, leadership, courage, commitment, and discipline. My military experience gave me a foundation and a way to structure my life that has helped me in my policing career.

My leadership style is based on trust and mutual respect. I believe that collaboration and respect should be the core of any successful organization. It is important to create an environment where people feel comfortable expressing their opinions and ideas. I am also an advocate of giving people autonomy and giving them the opportunity to take ownership of their work.

At the same time, I believe that a good leader should be able to set clear expectations and hold people accountable. I strive to ensure that everyone has access to the resources they need to do their job and to provide clear directions on how to achieve their goals. I believe that leadership is not just about a title, but about having a sense of purpose. A good leader will inspire and motivate those around them and be an example for others to follow.

I truly care about the men and women of the Wellfleet Police Department, and I don't take lightly the responsibility to help them be prepared for any obstacle that may come their way. I believe that a good leader should be focused on helping others achieve their goals. They should be a good listener and provide guidance and support for their team and they should be approachable and open to feedback and suggestions. A good leader should also be able to take risks when necessary.

I believe I am well suited for a leadership role within the Wellfleet Police Department. I have excellent communication skills, and I understand the importance of setting a good example for the department.

I am also highly motivated, and I am committed to staying up to date with the latest developments in law enforcement. I understand the importance of developing and maintaining relationships within the community, and I am committed to upholding the highest standards of integrity and professional conduct.

I am extremely excited for the opportunity to work as the Deputy Chief and would love the opportunity to help lead the Wellfleet Police Department into the future of modern policing. I am confident that I possess the leadership skills necessary to effectively manage a police team and foster an effective, positive working environment. I have a proven ability to assess situations quickly, develop and implement effective strategies, and work well with different types of people. I am highly organized, with excellent communication skills. I would like the opportunity to collaborate with the Chief and the other supervisors to come up with more programs to better reach out to the community.

As our department continues to grow, I see us meeting the challenges of today's world while maintaining and enhancing our professionalism through commitment to training and education. I am eager to bring my experience, enthusiasm, and skill to the position. I take great pride in my work, and I am confident that I have the skills and qualifications necessary to be a successful Police Deputy Chief. I feel that the experience I have gained over the past seven months serving as the Lieutenant is invaluable. With Chief Hurley's unexpected departure, I found myself thrust into the Lieutenant's position, requiring a swift adaptation. Despite the abrupt change, I believe I have successfully risen to the occasion. I am eager to collaborate with Chief LaRocco in our efforts to continue enhancing the department's reputation. Looking ahead, I am confident that our partnership will contribute positively to the ongoing success of the team.

I look forward to speaking with you soon regarding this position.

Respectfully Submitted,



Michael P Turner,

Lieutenant

**Suzanne Moquin**

Assonet, MA 02702

**Education**

Bachelor of Science, Accounting and Economics  
Bridgewater State University

**Professional Certificates and Memberships**

Certificate in Local Government Leadership and Management – Suffolk University  
Certified Public Purchasing Officer  
Certificate in Governmental Accounting  
Certificate in Assessment Administration  
4 Years of Treasurer/Collector School

**Related Experience**

**Finance Director, Town of Carver Sept 2021-September-2023**

- Manage accounting, treasury, collections and assessing to ensure duties are completed in a timely manner
- Coordinate the budget and capital request budgets resulting in a smooth budget process and improved communication and collaboration
- Make recommendation on staffing, expenditures and capital requirements
- Prepare and maintain financial and capital five-year forecasting to ensure future cash flow and maintain a complete set of financial records
- Provide cost analysis and funding sources collective bargaining
- Serve as liaison to financial audit firm and actuarial firm
- Ensure all aspects of accounting and finance are achieved as required by Mass General Laws to ensure a transparent and collaborative desired outcome as listed below in my other municipal accounting positions.
- Prepare all requests and proper documentation for Plymouth County Cares and ARPA reimbursements
- Serve as liaison to financial audit firm and actuarial firm
- Ensure all aspects of accounting and finance are achieved as required by Mass General Laws to ensure a transparent and collaborative desired outcome as listed below in my other municipal accounting positions.

**Assistant Town Manager/Finance Director June 2020-Sept 2021**

**Town Accountant/Designated Chief Procurement Officer, Town of Abington 2012-2020**

- Assist the Town Manager in carrying out daily operations including preparing and posting RFPs, and conducting bid openings, compiling necessary documents to acquire grants, assisting departments in filing insurance claims for injured employees and property claims, organizing human resource records and collaborating with department heads as needed working on various departmental goals
- Serve as de-facto Town Manager during absences

- Designated by the Town Manager as the Town Budget Coordinator resulting in a significantly improved budget process over the past 5 years and improved communication and collaboration throughout the organization. Make recommendation on staffing levels, expenditures, maintenance of services and capital plan requirements
- Prepare and maintain financial and capital five-year forecasting to ensure future cash flow and maintain a complete set of financial records
- Implement financial and procurement policies and procedures
- Administer the Town's property, casualty, liability and worker's compensation programs.
- Provide cost analysis and funding sources collective bargaining
- Consult with Town Manager regarding the personnel regulations for union and non-union employees
- Preparation of town meeting budget documents, town meeting warrants and motions. · Provide guidance to departments on proper procurement and posting requirements, financial decisions and daily operations
- Post all procurement requirements on the Inspector General's and COMMBUYS as required by Mass General Laws
- Support the Town Manager with human resource management including review of employment applications, hiring and consultation with Town Counsel regarding human resource matters including potential disciplinary action
- Facilitate shared regional partnership with The Medical Reserves Corps (MRC) as lead community
- Work with Old Colony Planning Council to obtain and manage green communities' status designation resulting in Green Communities Grants
- Collaborate with The Stanton Foundation in obtaining a grant resulting in the planning, design and construction of the Abington Dog Park
- Work with the Dog Park Committee and contractors in order to ensure the project completion to specification and in time for planned opening
- Facilitate improvements of building and grounds and project management
- Serve as liaison to financial audit firm and actuarial firm
- Ensure all aspects of accounting and finance are achieved as required by Mass General Laws to ensure a transparent and collaborative desired outcome as listed below in my other municipal accounting positions.
- Prepare all requests and proper documentation for Plymouth County CARES reimbursements

#### **Accountant, Town of Blackstone 2010-2012**

- Assist the Town Administrator in carrying out daily operations
- Serve as de-facto Town Administrator during absences
- Maintain financial records per annual audit and Department of Revenue requirements
- Prepare financial and capital five-year forecasting to ensure proper cash flow
- Implement financial policies and procedures necessary for financial integrity
- Participate in contract negotiations by providing cost analysis and available funding
- Participate in regularly scheduled Selectmen and Capital Committee meetings

- Ensure proper procurement procedures under Massachusetts General Laws
- Serve as liaison to financial audit firm
- November 2018 to April 2019 served as interim Treasurer/Collector

**Accountant/Chief Procurement Officer, Town of Freetown 2008-2010**

- Assist the Town Manager in carrying out daily operations.
- Maintain financial records per annual audit and Department of Revenue requirements
- Prepare financial and capital five-year forecasting to ensure proper cash flow
- Implement financial policies and procedures necessary for financial integrity
- Implement new accounting software and technology department
- FEMA project coordinator
- Ensure proper procurement procedures under Massachusetts General Laws
- Serve as liaison to financial audit firm

**Senior Telecommunications Specialist, Town of Freetown 1997-2008**

- Responsible for dispatching the ordinary and emergency needs of the public to the police, fire, ambulance and public service departments
- Serve as training facilitator for all new employees
- Payroll and scheduling

**Looks Like New Carpet and Upholstery Cleaning and Pressure Washing 1995-2008**

- Owner/Operator

#### **Section 5-4. Responsibilities for Appointments**

5-4-1 The Town Administrator shall appoint and, except as may otherwise be provided by MOL, this Charter, the Personnel Bylaw, or collective bargaining agreements, may suspend or remove any full-time, part-time or seasonal employees and inspectors, except those subject to Section 5-4-2 and those of the Library Trustees, Police Department, Fire Department and the School Committee.

5-4-2 Subject to disapproval by the Selectboard within fourteen days of notice of the proposed appointment by the Town Administrator, the Town Administrator shall also have the power to appoint and, except as may otherwise be provided by MOL, this Charter, the Personnel Bylaw, contract or collective bargaining agreement, may suspend or remove:

- (a) directors and department heads;
- (b) the Town Accountant;
- (c) the Harbormaster;
- (d) the Herring Warden;
- (e) the Assistant Town Administrator;
- (f) the Town Clerk;
- (g) the Town Treasurer; and
- (h) the Town Collector.

5-4-3 Notwithstanding any provision of this Charter, MGL, or bylaws to the contrary, one person may be appointed to serve as both Town Treasurer and Town Collector, and in such instance this shall be deemed to be a single position.

HARRY SARKIS TERKANIAN

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WELLFLEET, MA 02667  
████████████████████  
████████████████████

January 22, 2024

EDUCATION:

- 1970 Massachusetts Institute of Technology, Bachelor of Science in Applied Mathematics
- 1975 Suffolk University, Juris Doctor
- 2005 University of Massachusetts, Dartmouth, Master of Science in Computer Engineering
- 2014 Graduate Certificate in Local Government Management and Leadership, Suffolk University Sawyer Business School

PROFESSIONAL EXPERIENCE:

- 1970, 1971: Police Officer, Town of Wellfleet.
- 1971 - 1975: Raytheon Company, Waltham, MA while attending law school.
- 1976 - 1983: Private law practice in Wellfleet, MA.
- 1983 - 2010 LaTanzi, Spaulding & Landreth, PC, Orleans MA. Associate 1983 – 1986, Partner 1986 – 2004, Of Counsel 2005 - 2010. As managing partner, I was responsible for firm fiscal performance and human resources. Earned masters degree in computer engineering while working full time at the firm.
- 2005 - 2010 Owner/Manager of Outermost Systems, LLC providing computer systems services.
- 2010 – today IT Director, Town of Truro. Responsible for all computer operations (except schools), telephone systems and local government TV channel, preparation and defense of the department budget and capital plan. Participated in preparation of the request for proposals for the procurement of equipment to run the local government TV channel.

COMMUNITY SERVICE (PARTIAL):

Town of Wellfleet Offices, Boards and Commissions (partial):

Moderator: 1979 — 1999 and 2006 - 2010  
Conservation Commission 1976 – 1978 (Chair 1977)  
Advisory Board to the Home Health Agency 1980 -1980  
Bylaw Review Committee 2004 - 2007  
Computer Study Committee 1986 – 1988, 1991 – 1993  
Saturday Town Meeting Study Committee 1988 – 1989 (chair)  
Charter Review Committee – 2016  
Cape Cod Tech Building Committee – current  
Nauset Regional Building Committee – current  
Municipal Affordable Housing Trust (chair) - current

Offices in other Towns:

Town of Orleans: Special Town Counsel  
Town of Truro: IT Department Head 2010 - 2012

Representative prior service in community and professional organizations:

Trustee of the Wellfleet Conservation Trust 1993 - 2003;  
Board member of the Wellfleet Historical Society, Inc.;;  
Board member of the Real Estate Bar Association of Massachusetts;  
Past president, board member and committee chair of the Massachusetts  
Moderators Association;  
Corporator of the Cape Cod Five Cents Savings Bank; and  
Trustee and finance committee member of the The Cape Cod Five Cents  
Savings Bank Charitable Trust.

REFERENCES: On request.





# LIZ HARTSGROVE



[/elizabeth-hartsgrove](#)



SCAN ME

January 22, 2024

Town of Wellfleet

**Re: Interim Town Administrator**

Dear Wellfleet Select Board/ Recruiting Team:

With over two decades of public administration experience on Cape Cod, a Master in Public Administration and foundational disciplines in Fine Arts, I am excited to express my strong interest in the Interim Town Administrator position within the Town of Wellfleet team. My resume is enclosed for your consideration.

The region's vulnerability to climate change and the need to protect its unique and fragile ecosystems requires a shared commitment and while delicately balancing our year-round and 2<sup>nd</sup> homeowner resident quality of life with economic interests, housing and tourism. It is vital for our municipal leaders to have expansive experience and passion towards engaging inclusive partnerships while integrating innovative service enhancements through identified opportunities. I believe my experience aligns well with the role's emphasis on such critical proficiencies:

- ❖ **LEADING** small-and-large scale internal and external teams, I challenge the status quo while respecting historical traditions while recognizing with the need for adapting 21<sup>st</sup> century+ priorities through building trust, relationships, and long-term working experiences, including land-use planning and strategic program management within complex municipal organizational structures.
- ❖ **STRATEGIZING** \$200M+ capital projects and programs through an advantageous understanding and conscious managing of local and regional master plans including feasibility studies, project initiation, planning and early design, review and post evaluation requires mastery of stakeholder collaboration to attain end goals and objectives.
- ❖ **PLANNING AND EXECUTION** through applying human-centered design-thinking methodology to efficiently strategize, shape vision and decisions properly aligned with community values and objectives into measurable opportunities and service experience enhancements. One noteworthy achievement includes spearheading an internationally award-winning customer service program, which not only enhanced customer experiences but also drove improved revenue outcomes.
- ❖ **COMMUNICATION & ENGAGEMENT** in a multitude of presentation strategies and means to deliver of services through processes, people and placement. My Bachelor of Fine Arts degree is instrumental in helping captivate audiences through a disciplined understanding of how to engage and connect with people on a visceral level through available virtual channels and tools, but equally importantly through boots-on-the ground, grassroots methods to ensure a diverse range of populations are included.

I look forward to the opportunity to discuss how my background aligns with Wellfleet's mission and vision, and how I can contribute to the organization's success. Thank you for considering my application.

Liz Hartsgrove



# LIZ HARTSGROVE



[/elizabeth-hartsgrove](#)



SCAN ME

Serving and leading teams towards a better future by embracing diverse innovation and creativity to successfully enhance service value.

### Strategic

Lead teams from various angles to navigate and anticipate barriers conflicting with project goals.

### Learner

Pilot plan implementation with monitored and evaluated results to alter strategies as needed.

### Achiever

Highly organized with simultaneous small and large complex project management in fast paced environment.

### Responsible

Close supervision of financial planning, development and budget oversight for multiple town budgets

### Arranger

Utilizing Design Thinking expertise to craft strategies that nurtures and reinforces exemplary and consistent behaviors.

## EDUCATION AND PROFESSIONAL DEVELOPMENT

### CREDITED DEGREES AND CERTIFICATES

- ❖ Master of Public Administration (MPA) - Suffolk University, Boston, MA, USA
- ❖ Bachelor of Fine Arts (BFA) - Southern Methodist University, Dallas, TX, USA
- ❖ Master Certificate in Local Government Leadership & Management – Suffolk University, Boston, MA, USA

### NON-CREDITED CERTIFICATES

- ❖ Suffolk University Certificates
  - Municipal Finance Management
  - Public Communications
  - Ambassador in Creating an Inclusive Community
  - Becoming an Inclusive Leader
- ❖ Climate Reality
  - Leadership Corps Certificate with Former US VP Al Gore
- ❖ Project Management Institute
  - Intro to Project Management Certificate
- ❖ Disney Institute Certificates
  - Disney's Approach to Employee Engagement
  - Disney's Approach to Quality Service
  - Disney's Approach to Leadership Excellence
  - Disney's Essentials: People Make the Difference
  - Disney's Essentials: Everyone Can Lead

## RECENT PROFESSIONAL EXPERIENCE

### TOWN OF BOURNE ~ BUZZARDS BAY, MA

December 2022 - Present

#### ❖ ASSISTANT TOWN ADMINISTRATOR

Works side-by-side with the Town Administrator managing all areas and departments of the municipal organization, including 300+ employees, 5-member elected Selectboard and community with 21,000 year-round and 50,000 seasonal populations and all operational and capital services split in half by the Cape Cod Canal.

- Directly responsible for annual-fiscal-cycle managing short-and long-range capital needs, forecasting, planning and implementing over \$200M valued projects.
- Leads operational and regional teams with end-to-end small and large scale projects including research, conceptual design, stakeholder outreach, buy-in and coordination, fund appropriation, benchmarking, implementation, on-going evaluation and readjustments.
- Directly supports all technical and administration of municipal procurement and purchasing including design and construction, ensuring state laws and requirements are achieved.
- Facilitates comprehensive 5-10 year Strategic Planning and Needs Assessment exercises for various community services and elected/appointed boards such as Capital Planning, Library, Parks, and Recreation; applying design thinking methodology and drafting recommendations, implements paths for achieving essential community engagement and outreach, SWOT analysis, and issuance of final plans.

- Evaluating bylaws, policy and procedures to identify areas for improved internal and external efficiencies; achieving stakeholder consensus; drafting and conducting necessary steps towards approvals of amendments through public hearings, and Town Meetings; formulating amendment implementation actions including communication and guidance, trainings for staff and customers.
- Spearhead crisis management task force issues and teams.
- Leads all media relations and communications both internal and external.
- Department Head for facilities operations and teams, managing daily support, assessing capital needs and ensuring town buildings including Town Hall, community building, library, 3 active fire stations, police headquarters, public works headquarters, solid waste landfill facilities, marina structures, wastewater treatment facility, and all the people within those facilities are served to the highest standards.
- Supervises the issuance of licenses and regulatory compliance of all business and special events operating in community.

## TOWN OF BARNSTABLE ~ HYANNIS, MA

August 2014 – December 2022

### ❖ DEPUTY DIRECTOR OF ASSET MANAGEMENT/LICENSING DIRECTOR

March 2021 –December 2022

Directed Licensing, Special Events and Use of Town Property management programs, assists with oversight of Property & Risk Management programs.

- Lead teams with ongoing design thinking techniques to enhance user experience through analysis, documentation, written and verbal presentation, cost analysis, budgeting, and comprehensive project management, progress tracking and sustainability.
- Lead special small and large scale projects requiring cross-team, interdisciplinary internal and external stakeholder collaboration to identify areas of concern and service enhancing initiatives.
- Lead teams with 2,000+business relationships, licenses, lease negotiations and compliance operations, past/present/future program uses of all town assets and properties.

### ❖ ASSISTANT DIRECTOR OF PLANNING & DEVELOPMENT

June 2018 to March 2021

Strategic planning of parking & transportation, visitor services and special events programs; arts & culture, comprehensive planning, conservation, site plan, economic development, zoning, historic and housing programs.

- Create and implement an award winning town-wide customer-centric program, *“Creating Leaders Today for Barnstable’s Tomorrow”*, driving and boosting organizational economic vitality.
- Senior Facilitator developing, mentoring and influencing strategies, planning, coordinating and monitoring a variety of creative community spaces, planning, regulatory, parking and transportation, visitor and guest services, performance improvement and management, and product development including the incorporation of public safety precautions within Main Street Business Improvement District and downtown harbor area, serving tens of thousands daily.
- Entrepreneurial skills sustaining client focused programs and sustained operations, building and optimizing the client experience roadmap, ensuring proactive scheduling of key deliverables, milestones and tasks including facility investments and redevelopment.

### ❖ CONSUMER AFFAIRS SUPERVISOR

August 2014 to June 2018

Directed Licensing, Parking/Transportation Mgmt, Gateway Greeter, Non-Criminal Citations and Weights & Measures programs supporting over 2,000+ businesses; assists with oversight conservation, building and health programs (20 direct reports).

- Exceptional critical-thinking towards comprehensive and strategic task, real estate planning and decision-making, project and program management, framing up complex issues, and stakeholder engagement.

- Strong analytical skills to synthesize objective, credible, key information into clear and concise presentations, provide feedback with findings and actionable recommendations, and consistent progress reporting for leaders, businesses and stakeholders.
- Effective verbal and written communication skills with targeted design, distribution and reporting activities, providing hands-on ideation, creative solutions development and execution of strategic initiatives in partnership with external and internal stakeholders through end to end life cycle.

## EARLIER PROFESSIONAL EXPERIENCE

### TOWN OF YARMOUTH ~ YARMOUTH, MA

June 2009 - August 2014

#### ❖ EXECUTIVE ASSISTANT TO THE TOWN ADMINISTRATOR

- Leader of Yarmouth Revenue Team charged with strategic planning, monitoring and implementation of new revenue generating initiatives including procurement and real estate management
- Representing member of contract negotiation team (10 collective bargaining unions, business support agreements)
- Leader on various strategic problem solving activities; procurement; research, analyze and documentation of recommended streamline efficiencies in service delivery standards and processes.

### TOWN OF WELLFLEET ~ WELLFLEET, MA

September 2006 - June 2009

#### ❖ EXECUTIVE ASSISTANT TO THE TOWN ADMINISTRATOR

- Lead preparation and presentation of organizational annual budgets for annual Town Meeting approval
- Chief Procurement Officer; daily control over a variety of ongoing activities, property and contract management, purchasing, research, analyze and recommend improvements in operational standards and processes.
- Representing member of contract negotiation team (10 collective bargaining unions, business support agreements)

### TOWN OF PROVINCETOWN ~ PROVINCETOWN, MA

December 2022 – September 2006

#### ❖ LICENSING AGENT

- Establish short and long range plans and objectives using expertise; assume direct accountability for results.
- Regulatory compliance management, enforcement oversight, policy creation and reform affecting over 700 licensed businesses including restaurant, hotel, vendor kiosk, entertainment, transportation and retail; reviewing plans, assisting with development and implementation; supporting regulatory board.

## ADDITIONAL SKILLS & EXPERIENCE

### Awards & Recognitions

- International Parking & Mobility Institute's Professional Excellence Award for Customer Service, 2021

### Public Speaking

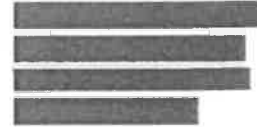
- University of Massachusetts, Boston 2023 – Topic: Enhancing Service Experience
- Suffolk University, 2023 – Topic: Designing an Inclusive Delivery of Services for Public Service
- Cape Cod Community Leadership Institute, 2018, 2019, 2020, 2021, 2022 – Topic: Government/Civic Engagement
- IPMA-HR Eastern Region Annual Conference, 2019 – Topic: Creating Service Leaders

### Technology Skills

- Microsoft 365 Suite; Apple; Google; Presentation software (PPT) including Keynote; Civic Plus; MUNIS; Social Media Platforms

**Wellfleet Town Administrator Search  
The Honorable Select Board  
Wellfleet Town Offices  
Wellfleet, MA**

**Thomas M Guerino**



**Via Electronic mail:  
Barbara Carboni, Chair**

**January 24, 2024**

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

Please accept this brief statement of qualifications as an indication of my objective to be selected for the position of Interim Administrator for the Town of Wellfleet, as discussed with Mr. Richard White, Municipal Recruitment Consultant.

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

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

As related to my most recent full time permanent municipal management work as noted, I served for 14 plus years in Bourne. Bourne is a full-service community of 20,000 residents (40,000 in the summer months), currently with a budget of \$79 million. In addition to the General Fund and Education budget, Bourne also owns and successfully manages a municipal regional integrated solid waste facility (\$13.7 million) and a wastewater enterprise fund. I am charged with budget and union negotiations and work under the provisions of the Bourne Home Rule Charter, as amended. The Town currently boasts a combined "Free Cash and Stabilization balances of \$12.95 million as opposed to the Town being \$1.5 million in the red in 2005 when I was hired. The Town's bond rating from Standard and Poor's was raised from AA- to AA+ during my tenure with being on track for a AAA rating in FY 21. Similar to Wellfleet, Bourne also was in a position to recruit for both an Accountant and Treasurer/Finance Director simultaneously.

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

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

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

Also, as noted within my resume, I have been involved in both exempt and non-exempt negotiations, prepared grant and compliance reports for state and federal agencies, served both as a hearing officer and appealor, and have worked within the parameters of local, state and national policies. I am also experienced in the management and functioning of municipally owned marinas. I am keenly aware of the issues surrounding affordable housing and lack of permanent housing opportunities throughout Barnstable County and more acutely on the lower outer Cape. I also understand Barnstable County Government and have served as a representative to the MPO. I have had a close working relationship with the Commissioners, Assembly of Delegates and Cape Cod Commission. The current need to find assistance and flexibility to local business is also a major concern due to the ongoing pandemic.

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

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

Page 3

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

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

Respectfully,

*Thomas M. Guerino*

Thomas M. Guerino

**THOMAS M. GUERINO**

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

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

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

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

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



**Town of Putney, Vermont – Interim Municipal Manager – May 2003 – Feb. 2004**

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

**Massachusetts Rural Development Council – Executive Director**

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

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

#### **OTHER PROFESSIONAL EXPERIENCE**

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

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

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

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

Municipal Manager/Economic Development Director

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

**Massachusetts Municipal Circuit-Rider Administrator**

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

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

#### **COMMUNITY SERVICE**

Selectboard member – Town of Vernon - current

City of Greenfield, MA – Community Preservation Committee – current

City of Greenfield – Police Department promotional assessment panel

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

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

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

Bourne Financial Development Corporation

Barnstable County Substance Abuse Council (Past member)

**Selected References – Others**  
**Available Upon Request**

Mr. Robert Troy, Esquire  
(Bourne Special Town Counsel)  
Troy Wall Associates

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██████████

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

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

Mr. Derek Sullivan, Administrator  
Town of Wareham  
Marion Road  
Wareham, MA  
[dsullivan@wareham.ma.us](mailto:dsullivan@wareham.ma.us)

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

Mr. Robert “Butch” Hawkins, Chair  
Board of Commissioners  
Greenfield Housing Authority

██████████  
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Mr. Jeffrey Dunklee, Selectboard  
Dunklee Farm – Vernon VT

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Mary Jane Mastranglo, Selectboard,  
(former Chair Bourne Finance,  
Capital Outlay, Wastewater  
Construction Committees)

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Thomas W. Barlow  
Lewis Point  
Buzzards Bay, MA  
(former Selectman)



## KENNETH P ELDRIDGE

### **EXECUTIVE VICE PRESIDENT OF SALES, PRACTICE DIRECTOR, CEO, TOWN GOVERNMENT LEADERSHIP**

An accomplished and business savvy professional with robust experience acquired over the years in delivering optimal results & business value in high-growth environments and establishing key relationships with business segments. Result oriented and self-driven professional with over 25 plus years of experience in building, managing, and growing IT software sales and consulting organizations across Manufacturing, Professional Services, Financial Services, Retail, Local, and State Government. Skilled in identifying redundancies and maximizing resources to streamline operations. Primarily concerned with the efficient operations of a business or organization.

Possess verifiable leadership, interpersonal, and communication skills that help put across things with a crisp point. A remarkably successful mentor to peers and colleagues, owing to exceptional people's skills and always giving them the nudge in the right direction to go the extra mile, helped achieve what seemed difficult with ease. Have a solid track record in achieving the set goals and delivering personal best at every step of the way to provide optimal results. Thrive in fast paced business environments and cherish a chance to self-manage things through innate problem-solving skills and never say never attitude.

An experienced town leader having served 6 years on the Board of Selectmen, 3 years as Chairman of the Board, 1 year as acting Town Manager and 6 years on the Board of Assessors (all in the Town of Littleton, MA).

#### **Skill Areas**

- Strategic Business Planning, Budgeting & Forecasting, Sales Management, Business Development, Marketing Management, Project Management, Process Improvement, Risk Analysis, Customer Service & Relationship Management, Mergers and Acquisitions, Cross-Functional Business Acumen, Multitasking in Fastpaced Environments, Articulate Oral & Written Communication, Quick Problem Resolution & Decision Making, Team Building, Training & Development, Collaborative Leadership Skills, Town Government

### **PROFESSIONAL EXPERIENCE**

#### **ACE MICRO TECHNOLOGIES**

2021 to Present

##### **CRM Practice Director**

- Helped the company CRM practice double in size and revenues
- Microsoft Dynamics CE Certified
- Ran the two largest CRM engagements in company history to a successful conclusion
- Provided primary Solution Architect services
- Expert in all CE modules including Sales, Quoting, Operations, Service, Support, and Field Service

#### **GALEFORCE CONSULTING PARTNERS**

2019 to 2021

##### **Executive Vice President of Sales and Marketing and Partner**

- Deftly built, managed, and grew a new ERP and CRP Practice from the ground up based on Acumatica
- Managed partnership with Acumatica Senior Leadership and liaised between internal Dynamics Sales and Consulting
- Built a new website aligning Acumatica and Microsoft Dynamics products and industries
- Sold first two Saas sales and obtained all required pre-sales engineer, sales, and marketing certifications, ensuring a minimum of Silver Certification Partner status

#### **DXC TECHNOLOGIES**

2019

##### **Microsoft Dynamics Business Unit Leader**

- Orchestrated worldwide sales and marketing for Microsoft Dynamics ERP (AX & 365) and CRM partner
- Managed partnership with Microsoft Senior Leadership
- Collaborated with internal Dynamics Sales and Consulting





## **COMPUTER GENERATED SOLUTIONS**

January 2017 to 2018

### **Vice President of Sales and Strategic Alliances**

- Oversaw worldwide sales and marketing for Microsoft Dynamics ERP (AX & 365) and CRM partner
- Managed partnership with Microsoft Senior Leadership and SSP's helping to achieve Industry Partner (IPP) status

## **COLUMBUS GLOBAL**

2015 to 2017

### **Executive Vice President of Sales**

- Spearheaded North American sales and marketing for Microsoft Dynamics ERP (AX & NAV) and CRM VAR, helping the company achieve Partner of the Year and Gold status within Microsoft
- Managed partnership with Microsoft Senior Leadership and SSP's helping to achieve Industry Partner (IPP) status
- Hired, mentored, and built a world-class selling organization with 16 plus Solution Architects and Sales Executives
- Instrumental in rising Public Share Price rose from 4 to 15 and achieved 200% EBITDA growth

## **SOPRIS SYSTEMS**

2012 to 2015

### **Executive Vice President of Sales and Partner**

- Managed worldwide sales and marketing for Microsoft Dynamics ERP (AX) and CRM VAR, helping the company achieve Partner of the Year (Services Industry) and Gold status within Microsoft
- Selected and deployed a new CRM (Microsoft Dynamics CRM) solution and methodology
- Elevated sales revenue growth year over year of over 100%
- Solver BI360 Partner of the Year

## **NAVIGATOR BUSINESS SOLUTIONS / CROSSROADS PARTNER, Salt Lake City Utah**

2006 to 2011

### **Senior Vice President / CEO**

- Founder of Crossroads Partner, a leading Microsoft Dynamics (AX) and SAP Partner
- Significantly grew the organization to 30 plus team members and sold the SAP practice to Navigator
- Built an SAP Business All in One practice managing consulting, project management, and sales for this SAP Partner of the Year and Pinnacle Award Winner

## **EPARTNERS, Dallas, TX**

1997 to 2006

### **Executive Vice President, Founder**

- Maneuvered a \$30 million P&L and 100 team members for the Microsoft Dynamics Global Partner of the Year and Customer Loyalty Award Winner and Sage Partner of the Year
- Assisted in mergers and acquisitions of 23 of the top Microsoft Dynamics and Sage partner VAR's into ePartners
- Helped mid-market organizations select and deploy ERP and CRM solutions

## **PRIOR EMPLOYMENT DETAILS**

### **BOSTON SALES AUTOMATION, Acton, MA**

1993 to 1997

### **Co-Founder and CEO; Sold the Business to ePartners**

## **PRIOR TOWN GOVERNMENT EXPERIENCE**

### **Board of Selectmen, Acting Town Manager and Board of Assessors (Littleton, MA)**

- Brought the town from major budget deficits to a well managed budget with AAA financial rating
- Helped bring one of the largest corporations in the world, IBM, to Littleton dramatically increasing town revenues, housing prices, restaurants, jobs, etc.
- Helped Build 3 new schools
- Hired / appointed a new Police Chief, Fire Chief, Finance Director and Town Manager





## **PROFESSIONAL DEVELOPMENT & CREDENTIALS**

### **Boston University**

Masters in Business Administration (MBA) Concentration in MIS

### **University of Massachusetts**

Bachelors Degree Concentration on Computer Science

### Technical Skills

- ERP (Microsoft Dynamics F&O, Business Central, AX, NAV, SL and GP, SAP, Acumatica), CRM (Microsoft Dynamics CRM, Salesforce), Saas, Microsoft Office



## SELECT BOARD

### Resident Complaint Policy

Original Date: \_\_\_\_\_, 2024  
2024-1

#### **Purpose**

The Town of Wellfleet, in the interest of promoting a smooth and effective municipal government, herein establishes a Resident Complaint Policy. The intent of this policy is to ensure quality service and timely resolutions of complaints from all residents of Wellfleet by establishing a process that is in accordance with the Massachusetts Public Records Law, the Open Meeting Law, and State and Federal Labor Laws.

#### **POLICY**

##### **General Guidelines**

1. If a resident appears before the Select Board with a complaint, then the Chair of the Select Board will direct the resident to the Town Administrator so that they can obtain a copy of the Policy and follow the established procedure based on the basis for their complaint.
2. It shall be the customary policy of the Select Board to not respond to anonymous complaints or communications. In addition, the Select Board or the Town Administrator may use discretion in choosing to withhold a complainant's name from public record, such as in matters of public safety, public health, personnel or any other matter requiring privacy.
3. To the extent that a specific provision of this Policy might conflict with any State or Federal Laws, Rules, or Regulations, those shall supersede this policy.

##### **Procedure for Complaints Concerning a Town Employee**

1. Department Heads are responsible for managing their staff to ensure that all residents are given consistent, responsible and professional service and that these services abide by Federal, State and Local laws, rules, and regulations.
2. Department Heads are responsible for remedying conflicts that occur in their offices with residents of the Town. As such, residents are encouraged to direct employee complaints to the appropriate department or to the Human Resources department in the event they do not know the appropriate department.
3. The employee shall be provided with a copy of the complaint and given the opportunity to discuss it with the Department head and/or Human Resources prior to any action being taken and the Department Head responding to the resident.
4. If a complaint cannot be resolved at the Department Head level, then a resident shall bring the complaint to the attention of the Town Administrator. If the Town Administrator deems that the Department Head has not been notified of the complaint, then the Town Administrator or a designee shall notify and refer the complaint to the Department Head directly. The Department Head will report back to the Town Administrator within 48 hours describing the action(s) taken to address the complaint.

5. If the problem is not resolved at the Department Head level, then the Town Administrator shall intercede and mediate the conflict to a resolution and provide the resident with a response within 1 week. The response will also be forwarded to the Select Board in writing (via email or letter).
6. If the problem is not resolved at the Town Administrator level, or in the event that the complaint is against the Town Administrator, the resident can petition to have the Select Board hear their complaint at a meeting no later than 30 days after receiving the response from the Town Administrator.
7. The resident must attend the meeting to present their complaint and the Select Board shall issue a response within 1 week of the meeting. Depending on the nature of the complaint, the meeting could be held in executive session at the discretion of the Select Board and as allowed by the Massachusetts Open Meeting Law.
8. Any complaints regarding an employee must follow the process outlined in the Personnel Manual and/or the applicable Collective Bargaining Agreement. If the employee is reprimanded as a result of the complaint, it shall be done in a manner that will not embarrass the employee before other employees or the public.

**Procedure for Complaints Concerning a Member of a Public Body (Board, Commission, Committee, Subcommittee, Task Force, etc.) other than the Select Board**

1. Complaints regarding a public body (elected or appointed) must be directed to the Town Administrator. The Town Administrator will notify the Select Board of said complaint in writing (via email or letter). The member of the Public Body shall receive a copy of the complaint.
2. The Select Board may choose to discuss the complaint at a meeting and invite the member of the Public Body to the meeting and have the opportunity to discuss the complaint. A copy the complaint and any action taken shall be kept in the Town Clerk's office.

**Procedures for Complaints concerning a member of the Select Board**

1. Complaints regarding a member of the Select Board must be directed to the Town Administrator. The Town Administrator will notify the Select Board of said complaint in writing (via email or letter).
2. The individual Select Board member shall exercise their discretion in crafting the appropriate response to written complaints or communications addressed specifically to them.
3. If the complaint or communication deals with an issue specifically related to an action or statement by the individual Select Board member, they may wish to deal with it unilaterally. A unilateral response shall not be of a nature to imply, or give the impression of, any level of individual authority.
4. If a complaint to an individual Select Board member is regarding an employee or a member of another Public Body, the Select Board member will follow the process outlined in this policy for those instances.





# TOWN OF TRURO

P.O. Box 2030, Truro MA 02666

Tel: (508) 349-7004 Fax: (508) 349-5505

## POLICY MEMORANDUM #31 - REVISED

Date: Adopted March 3, 2004, revised 9/29/2004, revised 6/9/09, revised 11/14/2017, revised 9/13/2022

\*This policy was revised at the September 13, 2022 Select Board meeting solely to reflect the titles used in the Town Charter for the Town Manager and Select Board and to modify language to be gender neutral. No changes were made to the content of the Policy at that meeting.

Subject: **WRITTEN COMPLAINTS AND COMMUNICATIONS**

### 1. Introduction

All written communication received or generated by the Town of Truro and, in their official capacity, its elected or appointed officials and employees, is governed by the Massachusetts Public Record Law. E-mail and other electronic communications are construed to be subject to the public record law.

Mindful of Public Records requirements, the Select Board has established the following Complaints and Communications policy in order to establish for itself and Town staff, either wholly or individually, uniform standards for the handling and disposition of such material, and to establish guidelines for the appropriate response to such material by the Select Board and Town Staff, either wholly or individually.

Nothing in this policy shall be construed as to conflict with state law.

### 2. Policy

#### A. Complaints or Communications Addressed to the Select Board:

The Town Manager will receive all written complaints or communications addressed to the Select Board. The Town Manager will keep a record of the receipt of each written complaint or communication. The original and/or copies of the written complaint or communication will be kept in Town Hall as part of the public record. The Town Manager's record will contain the date of receipt and a copy of the response to the complainant. The Town Manager will insure that the Select Board receives copies of complaints addressed to the Board. The Board may request that further information be provided, or action be taken.

The Town Manager shall exercise their discretion in crafting the appropriate response to the written complaint or communication. The Select Board recognizes that, although it may be the addressee of many or most of the written complaints or communications received by the Town, several matters contained therein are of a routine nature and can be handled effectively and expeditiously at staff level.

The Town Manager will, without delay, bring matters not appropriately handled at staff level to the attention of the Select Board. The Select Board may choose to add the item to any lawful meeting of the

Select Board or may direct the Town Manager on how to respond to the complaint. The Town Manager will provide the Board a copy of the written complaint or communication, all appropriate background information and supporting documentation, and recommendations for potential responses. The Select Board will determine the appropriate response and cause its implementation.

It shall be the customary policy of the Select Board to not respond to anonymous complaints or communications. The Board or the Town Manager may use discretion in choosing to withhold the complainant's name from public record, such as in matters of public safety, public health, or any other matter of overriding public concern.

**B. Written Complaints or Communications Addressed to an Individual Select Person or Town Staff:**

The Town Manager will cause the original of any written complaint or communication addressed to an individual Select Person to be placed in the individual's mailbox in Town Hall. Complaints forwarded to a staff person will be handled by the Town Manager.

The original of the written complaint or communication, whether addressed to an individual Selectman or Town employee at his or her mailing address (including e-mail address), shall be kept in Town Hall as part of the public record.

The individual Select Person or Town Manager shall exercise their discretion in crafting the appropriate response to written complaints or communications addressed specifically to them, whether at Town Hall or at their mailing address (including e-mail address). If the complaint or communication deals with an issue specifically related to an action or statement by the individual Select Person, they may wish to deal with it unilaterally. A unilateral response shall not be of a nature to imply, or give the impression of, any level of individual authority. If a complaint or communication to individual Select Person deals with an issue specifically related to an action or statement by a staff person, the Town Manager will investigate the complaint and provide the information to the individual Select Person.

The individual Select Person or Town Manager will, without delay, bring matters not appropriately handled unilaterally to the attention of the entire Select Board. The presentation of the written complaint or communication shall be made at any lawful meeting of the Select Board, which may include regularly scheduled meetings, emergency meetings, or executive sessions. The presentation to the Select Board will include a copy of the written complaint or communication, all appropriate background information and supporting documentation, and recommendations for potential responses. The Select Board will determine the appropriate response and cause its implementation.

**C. Print/Electronic Media Complaints/Communications Concerning the Select Board:**

Responses from the Select Board to complaints or communications concerning the discharge of its public duties that are presented through the print/electronic media shall be in accordance with Section A above. However, the Select Board stipulates that it is not within the Town Manager's discretion to respond to such print/electronic media complaints or communications without the prior approval of the Select Board.

Official responses to the print/electronic media by the Select Board will be printed on Town of Truro stationery or Town-sponsored electronic media.

**D. Complaints/Communications Concerning a Member of a Board/Committee/Commission:**

In all instances, if a complaint is filed about any members of any Board/Committee/Commission, that

person will be afforded an opportunity to address the Select Board regarding the complaint in a public or executive session, as preferred by that individual.

That person will be provided a copy of the complaint and will be informed in writing of what action is being contemplated, if any. Further, if such a complaint is to be presented at a meeting of the Select Board, that person shall be invited to attend and to participate in any discussion of the complaint.

**E. Complaints/Communications Concerning a Town Employee:**


In all instances, if a complaint is filed about a Town employee, the Town Manager will investigate the claim and take appropriate action, including responding to the complainant. The Town Manager will use the appropriate format to inform the Select Board of the complaint and resolution.

That person will be provided a copy of the complaint and will be informed of what action is being contemplated, if any. Further, if such a complaint is to be presented at a meeting of the Select Board, that person shall be invited to attend and to participate in any discussion of the complaint.


**F. Print Media Complaints/Communications Concerning an Individual Select Person or Administrative Appointee:**

Responses from an individual Select Person or the Town Manager shall be in accordance with Section B above. However, whenever such action includes a written response that may be published in print/electronic media, the writer must make it clear that the opinions and/or positions expressed therein are those of the writer, and do not reflect the opinion or position of the entire Select Board, except in cases where the opinion or position of the Select Board is a matter of public record.


Responses to the print/electronic media by an individual Select Person or Town employee shall not be printed on Town of Truro stationery or Town-sponsored electronic media.

  
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Kristen Reed, Chair

  
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John Dundas, Clerk

  
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Robert Weinstein, Vice Chair

  
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Susan Areson

  
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Stephanie Rein  
Select Board  
Town of Truro

*Town of Wellfleet, MA  
Friday, January 26, 2024*

## Chapter 48. Personnel Bylaw

[HISTORY: Adopted by the Town Meeting of the Town of Wellfleet. Amendments noted where applicable.]

### § 48-1. Purposes and authorization.

- A. The purpose of the Town of Wellfleet Personnel Bylaw is to establish a fair system of personnel management that ensures uniform and efficient administration of personnel policies for Town employees. The role of the Personnel Board, in part, shall be to review and consider changes and amendments to the Personnel Bylaw as may be necessary and/or appropriate from time to time. Any such Personnel Board recommendations shall be made by the Personnel Board to the Town Meeting. The Personnel Board, in conjunction with the Town Administrator, shall, additionally, periodically review and consider changes to the Employee Personnel Manual.
- B. This Personnel Bylaw is adopted pursuant to the authority granted by MGL c. 41, §§ 108A and 108C.
- C. This Personnel Bylaw shall supersede in their entirety Personnel Bylaw 1 and Personnel Bylaw 2 and any amendments and agreements directly related to the aforementioned Personnel Bylaws.

### § 48-2. Application.

All Town departments and employee positions shall be subject to the provisions of this Personnel Bylaw, except for elected officers and officials and employees of the School Department and except as otherwise provided by the Town Charter or Massachusetts laws. To the extent that any Town employee may be a union member and/or is subject to a collective bargaining agreement or written personal employment contract, in the event of a conflict between said agreement or contract and this bylaw then said agreement or contract shall govern the terms and conditions of that employee's work.

### § 48-3. Personnel system.

- A. The Personnel Board shall be responsible for the establishment and maintenance of a personnel system, classification plan, an annual job evaluation procedure and

compensation plan, the administration of a grievance and disciplinary process, and the development of personnel policies pursuant to § 48-5 of this bylaw.

- (1) **Methods of administration.** The Personnel Board, in conjunction with the Town Administrator or his designee, shall establish a system of administration which assigns specific responsibility for all elements of the personnel system, including, but not necessarily limited to: employee record keeping housed in the office of the Town Administrator; uniform recruitment, selection and hiring practices; maintaining the classification and compensation plans; monitoring the application of personnel policies, job evaluation procedures and periodic reviews; and evaluating the personnel system.
- (2) **Classification plan.** A position Classification Plan for all Town employees subject to this bylaw shall be established, based upon similarity of duties performed and responsibilities undertaken so that the same qualifications may be reasonably required for and the same schedule of pay may be applied to all positions in the same class. No Town employee may be appointed to a position not contained within the Classification Plan. Pursuant to the Town of Wellfleet Charter Chapter 5, Section 5-6-1, "The creation of any new position shall require the approval of the Personnel Board."
- (3) **Compensation plan.** A Compensation Plan for all positions subject to the bylaw shall consist of a schedule of pay grades with any applicable rates and an official Town list detailing the assignment of each Town position to a specific pay grade. In its annual report to Town Meeting, the Personnel Board, with the assistance of the Finance Committee and the Town Administrator or his designee, shall summarize the Compensation Plan and attempt to detail the total annual costs to the Town for the services of its employees, including, but not necessarily limited to, salary, benefits, and any projected but then unfunded costs as may be allocated on an annual basis and accrue to the taxpayers.
- (4) **Uniform recruitment, selection and hiring practices.** The Personnel Board, in conjunction with the Town Administrator or his designee, shall attempt to create uniform policies and practices for the recruitment, selection and hiring of Town employees, including the use of standard written hiring agreements as deemed applicable. Such standard written hiring agreements shall not affect the status of the employee as an employee at will unless specifically stated therein.
- (5) **Personnel policies.** Personnel policies shall be established and distributed to all Town employees in the form of an Employee Personnel Manual which shall detail certain of the terms and conditions of employment. Every Town employee will sign a form acknowledging receipt thereof, and agreement thereto.
- (6) **Performance evaluations.** The Town has the right to evaluate an employee's performance at any time, and where practicable, the evaluation should be done at least annually at the time of or as close as practicable to his or her anniversary of employment. In the event that an employee has had an evaluation at the end of his or her probationary period, then all subsequent

evaluations should occur annually thereafter. At the time of the evaluation, the job description shall be updated as agreed upon by the supervisor and the Town Administrator, who shall provide the employee with an opportunity to provide input. All new employees, who shall include employees promoted to a new position, shall be on probation for a period determined by the Town Administrator, which period shall not exceed one year. The Personnel Board, in conjunction with the Town Administrator or his designee, shall develop, monitor and periodically review a job evaluation process. Copies of all evaluations shall be kept in each employee's personnel file.

- (7) Disciplinary and grievance process. With the advice and consent of the Town Administrator, a disciplinary policy shall be established, including, but not necessarily limited to, a method of addressing grievances arising from a claim of improper application of this bylaw, personnel policies, the Employee Personnel Manual, or the disciplinary process. This list is not meant to be exhaustive. The grievance process cannot be used to infringe upon or supersede an Appointing Authority's authority to hire, discipline, and/or terminate an employee as provided in the Town Charter or other applicable Massachusetts laws.
- (8) Personnel records. A centralized record keeping system to maintain essential employee records and protect confidential employment information shall be established, maintained and periodically monitored. All such records shall be kept by the Town Administrator or his designee. The Personnel Board shall develop a procedure and checklist for who may be authorized and how such records may be accessed.
- (9) Other elements. Any such other elements of a personnel system as may be deemed necessary, advisable or required by law may be established.

B. The Personnel Board shall maintain in writing the Classification Plan and the Compensation Plan described above. Neither of these Plans shall apply to those Town employees subject to a collective bargaining agreement or those Town employees with a written personal employment contract. The Personnel Board shall review annually each of the two Plans described in Subsection A(2) and (3) hereof, and prepare a written summary to be presented to Town Meeting.

## § 48-4. Amendment of bylaws.

The Personnel Board shall annually review the existing Personnel Bylaws and propose to Town Meeting such changes and amendments as it deems advisable in accordance with the General Law, the Town Charter and bylaws. Such changes and amendments are subject to adoption by Town Meeting.

## § 48-5. Adoption and amendment of personnel policies.

The Personnel Board, in conjunction with the Town Administrator or his designee, shall promulgate personnel policies in the form of an Employee Personnel Manual, which defines the rights, benefits and obligations of all Town employees subject to this bylaw. Further policies shall be adopted or amended as follows:

- A. Preparation of policies. The Personnel Board, in conjunction with the Town Administrator or his designee, shall prepare employment policies or amendments to such policies. Any person may propose a new employment policy or amendments to an existing employment policy. No proposal which has been considered in the previous 12 months needs to be considered again. The Personnel Board shall be responsible for determining if a proposal is new or falls outside of the twelve-month time limit. Any proposal must be submitted in writing to the Personnel Board by delivering seven copies thereof to the office of the Town Administrator. The written proposal must contain the substance of the proposal as well as a statement describing the rationale for its acceptance. The Personnel Board shall schedule and hold a public hearing on all proposals in March annually, or if action is required sooner, at any time after public notice. Copies of all proposals to be considered by the Personnel Board shall be made available to the representatives of each employee collective bargaining unit and on the Town website.
- B. Public hearing. The Personnel Board and the Town Administrator or his designee shall present the proposed policies or amendments at a public hearing held after the Town employee work day concludes. Any person may attend the hearing, speak to or against the proposals or amendments and present information related thereto. Within 20 days after the public hearing, the Personnel Board shall state its decision and the effective date of any newly adopted proposals and/or amendments.
- C. Posting of new policies and amendments. The Personnel Board and the Town Administrator or his designee shall post the text of any newly adopted or amended policy in prominent Town employee work locations and on the Town website. Efforts will be made to distribute copies individually to all Town employees.
- D. Computation of time. In computing the time period in days under the bylaw only business days shall be counted.

## § 48-6. Severability.

The provisions of the bylaw and any policies and regulations adopted pursuant to the bylaw are severable. If any portion of the bylaw, personnel policies, Employee Personnel Manual, or regulations is found to be invalid, the remaining provisions of the bylaw, personnel policies, Employee Personnel Manual and regulations shall remain in full force and effect.

## § 48-7. Effective date.

The bylaw shall take effect as provided by Massachusetts law.

## § 48-8. Personnel Board advice and recommendations.

The Personnel Board was formed to provide the Town with the benefit of particular knowledge, experience and expertise in employment matters, and will provide the Selectboard with advice and recommendations regarding all such matters upon their request, or as the Personnel Board deems necessary and/or advisable.