



# Fairhaven Board of Selectmen

## December 5, 2015 Meeting Minutes

**Present:** Chairman Geoffrey Haworth, Clerk Robert Espindola, Executive Secretary Jeffrey Osuch, and Administrative Assistant Anne O'Brien. Vice Chairman Charles K. Murphy, Sr., arrived at 8:50 a.m.

Chairman Geoffrey Haworth called the meeting to order in the Town Hall Banquet Room at 8:39 a.m. The meeting was audio recorded by the Selectmen's Office and video recorded by the Government Access channel.

### EXECUTIVE SESSION

At 8:40 a.m., Mr. Espindola motioned to enter Executive Session for the purposes of contract negotiation for the Town Administrator position. Mr. Haworth seconded. Vote carried (2-0). Roll call vote: Mr. Espindola in favor. Mr. Haworth in favor.

At 9:04 a.m., the Board re-entered Open Session.

### MICHAEL MCCUE

At 9:04 a.m., the Board interviewed Michael McCue for the position of Town Administrator. See Attachment A for Mr. McCue's curriculum vitae.

Mr. Cue is currently the Town Administrator for the Town of Rochester and has held that position for the last 15 months. He is a former Selectman for the Town of Mansfield, having served two terms and served as Chairman twice. He was an economic development admin and grant writer for the Town of Walpole and Executive Secretary to the Town of Mendon. He served as Town Administrator in the Town of Avon for seven years. Mr. McCue grew up in Weymouth and currently resides in Mansfield. He said that the fact that he was seeking employment in a different town was not an "indictment" of the Town of Rochester but that the opportunity to transition Fairhaven into a Town Administrator position was unique and worth pursuing.

In response to questions from the Board, Mr. McCue stated:

- He would try to spend time with members of the Board of Selectmen individually to get a sense of the Town, prevailing concerns, etc. He would meet with department heads and members of the business community. He would focus on economic development for tax revenue and job creation
- He would hold a monthly staff meeting

- He would advocate for professional development opportunities for department heads and give employees goals to aspire to meet
- He would have an “open door policy” with employees and citizens alike and would prioritize communication to improve public opinion for ongoing projects
- Mr. McCue said his role would be to “advise and assist” in obtaining volunteers for boards and committees, and after some time with the Town would be comfortable recruiting people for various boards and committees
- He cited his experience with budgeting and said that the Town of Avon managed to avoid layoffs during difficult times in his employment. He said they paid attention to spending, controlled staffing through natural attrition and extended the lives of the equipment they had during that time. They managed to avoid a Prop 2 ½
- He stated that he would be a blend of both an involved civic member and a public administrator
- He is very comfortable in the field of Economic Development and had a part in bringing seven to eight new and developing companies into the Mansfield Industrial Park
- Conflict resolution – Mr. McCue cited a case in Avon where he had to navigate an internal employee conflict with the eventual termination of one employee He worked with MCAD and the State and attended hearings. The individual was denied unemployment. He said that meticulous documentation is instrumental in these cases.
- Stress management – Mr. McCue exercises and reads to control stress
- Open Checkbook – Mr. McCue is aware of the State effort to create searchable budget databases on Town websites. He said that he has helped expand and improve the Town of Rochester website to include agendas and minutes
- Late meetings – Mr. McCue said that he was not adverse to late Board of Selectmen meetings and has experience in this regard
- Contract – Mr. McCue stated that he would honor the duration of his contract
- Availability – Mr. McCue said that he would be available in about a month. He is not a candidate elsewhere
- Closing statement – Mr. McCue said that his love of history draws him to Fairhaven. He did not have any follow up questions for the Board

Mr. McCue’s interview concluded at 10:07 a.m.

The Board recessed from 10:07 a.m. to 10:29 a.m.

### **MARK REES**

At 10:29 a.m., the Board interviewed Mark Rees for the Town Administrator position. See Attachment B for Mr. Rees’ curriculum vitae.

Mr. Rees was the former City Manager for the Town of Portland, ME and Town Administrator in N. Andover for seven years. He has worked in government management for 35 years and prefers small communities over large communities. He helped institute new government structure in the Towns of Ashburnham and Northbridge, MA. He identifies himself more as a mentor or coach in the arena of management. Mr. Rees cited the importance of communication

with the public and staff for smooth operations. He believes in a current and relevant municipal web page. He has been involved in municipal human resources and labor relations/negotiations. He cited himself as a strong believer in good school systems for a good community and strong property values. He has been successful in negotiating revenue sharing agreements to avoid annual disagreements.

In response to questions, Mr. Rees stated that:

- He is the “mentoring type” of manager, there to assist but not micromanage department heads
- He values professional development opportunities for department heads
- He is a proponent of social media, newsletters, and other methods for community education and outreach
- He is experienced in budget creation and stressed the importance of a budget that is “not based on wishful thinking but actual cost”, and the use of collective bargaining to keep personnel costs in line
- He thinks follow-through is most important to residents and employees alike, and completes tasks that he sets out to do
- Economic Development – Mr. Rees discussed addressing permitting approaches, coordinated approaches for larger projects. He said it was not out of the ordinary to have an outdated Master Plan like Fairhaven does, and that a Master Plan helps but it is “a lot of common sense”. As such, he would assist in the Master Plan but not prioritize it in the economic development process
- Conflict resolution – Mr. Rees cited an issue in Portland where the Fire Department had a fire boat that went aground twice in six months. After investigating, Mr. Rees discovered that there had been civilians on the boat at the time of the second accident. He had expressed concern with the way the fire chief handled the situation and had worked with the City Council on resolving the conflict with the fire department
- Open Checkbook – Mr. Rees is a proponent for governmental transparency and the dissemination of information to the public. He said it is important to build confidence in the public
- Late meetings – Mr. Rees does not mind late meetings but thinks that the meetings will not go as late once a Town Administrator is implemented. Commute is not an issue, as Mr. Rees plans to rent locally for weekdays and travel to North Andover on weekends
- Last employment – Mr. Haworth asked Mr. Rees the conditions under which he left his position as City Manager for the City of Portland, ME. Mr. Rees replied that there had been a restructuring of government there and a power struggle ensued. As a result, Mr. Rees was caught in the middle when carrying out his role according to the Charter. When conflict arose, he felt it was best to resign
- Availability – Mr. Rees is available to start within a week
- Salary – Negotiable – Mr. Rees cited \$150,000 as ideal. Mr. Rees is being considered for employment in one other town

The Board invited questions from Mr. Rees.

- Mr. Rees discussed the empty storefronts in Town with the Board and commercial opportunities

- Mr. Rees discussed the active waterfront and fisheries in Town and asked if there had been an effort to work with the marine sector to improve its growth
- Discussion continued on the marine industry in Fairhaven and shipyards
- Mr. Rees asked about the Town's status with FEMA flood maps – the Board informed Mr. Rees that flood insurance was a major issue for some residents
- Mr. Rees asked the Board if they were all individually supporting the new form of Town government. The Board members confirmed that they were all individually in support of the Town Administrator form of government
- Mr. Rees said that this position would likely be the last position in his career and that he would like to remain in the position for five to seven years, ideally
- Final statement – Mr. Rees said that he is an admin who is skilled in bringing about change of government and he is an experienced town administrator

Mr. Rees' interview concluded at 11:38 a.m.

The Board recessed from 11:38 to 11:59 a.m.

### **GREGORY ENOS**

At 11:59 a.m., the Board interviewed Gregory Enos for the position of Town Administrator. Mr. Enos is currently the Assistant Town Manager for the Town of Whitman. See Attachment C for Mr. Enos' curriculum vitae.

Mr. Enos worked in planning and economic development for the City of New Bedford for six years and is familiar with Fairhaven. He tries to attend all professional development opportunities and is the procurement officer for the Town of Whitman.

In response to the Board's questions, Mr. Enos stated that:

- Communication is essential in the beginning of the transition – he would sit down with the Board of Selectmen to determine goals and objectives
- Mr. Enos called himself a “consensus builder” and would provide resources to various department heads for professional development
- Mr. Enos described his management style as not being a “micromanager” but “not laissez faire” either
- Mr. Enos worked on the first personnel book for the Town of Whitman
- For communication methods, Mr. Enos cited the importance of social media, reverse 9-11, and Commonwealth Connect in communicating with Town residents. He added that even if a resolution cannot be found, residents “just want to be heard”
- Mr. Enos said that he created the first Economic Development committee for the Town of Whitman
- Budget building – Mr. Enos has not had an active role in creating a budget but has watched the process. He is interested in five-year budget plans and has recently worked with State agencies to obtain a brownfield grant for a property in tax title
- Mr. Enos said that he could have a dual role as a manager and a civic member of the community

- Mr. Enos said that it is important for municipal workers to remember that they are in a “service-based industry” and that the Town website is important for communication
- Master plan – Mr. Enos said that he had experience helping with the New Bedford Master Plan and said “a vision without a plan is just a hallucination”, stressing the importance of having a plan in place.
- Conflict resolution – Mr. Enos has worked with ADA and MCAD on claims for conflict resolution, mediators, etc., and cited instances where he sat down with the Town Administrator to discuss snow removal conflicts and employee investigations
- Stress relief – Mr. Enos plays basketball and enjoys time with his family to relieve stress
- Open checkbook – Mr. Enos said that he was very knowledgeable in Open Checkbook
- Experience – Mr. Enos has not yet served as a Town Administrator but called experience “a double-edged sword” and said that he had the personality and ability to relate to the community and strengthen economic development
- Availability – Mr. Enos would need to discuss the transition with his supervisor, but he anticipated being available in two to three weeks. Mr. Enos is not a candidate elsewhere
- Salary – Mr. Enos is comfortable with the advertised salary range

The Board invited questions from Mr. Enos.

- Mr. Enos asked the Board about their goals and objectives related to the creation of the new position.
- Mr. Enos asked about the time frame for Mr. Osuch’s retirement and transition period
- In a closing statement, Mr. Enos said that he had a diverse background, was knowledgeable in municipal government and familiar with the area

Mr. Enos’ interview concluded at 12:43 p.m.

The Board thanked everyone who attended the interviews and thanked the Town Government Screening Committee and the Collins Center for their work in the Town Administrator candidate vetting process.

At 12:45 p.m. Mr. Murphy motioned to enter Executive Session pursuant to MGL Ch. 30A § 21 to discuss negotiation tactics for the position of Town Administrator. Mr. Espindola seconded. Vote was unanimous. (3-0). Roll call vote: Mr. Murphy in favor. Mr. Haworth in favor. Mr. Espindola in favor.

Respectfully,

Anne O’Brien  
 Administrative Assistant  
 Minutes approved 12/21/2015

## Attachment A

Michael W. McCue  
475 Williams Street  
Mansfield, MA 02048  
(508) 339-0095

September 28, 2015

Dear Sir/Madame;

Please accept this letter and resume as indication of my interest in the open Town of Fairhaven Town Administrator position. I am currently the Rochester Town Administrator and held similar positions in the Town of Avon and Town of Mendon. My career path has shown a steady increase in responsibility over the past ten-plus years. I consider my six years as a Selectman in Mansfield as well as my familiarity with the Town of Fairhaven to also be valuable experience that I bring to my candidacy.


Pursuant with the qualities you seek in your posting, I have shown a commitment to regular communication with department heads and local elected officials, resolved numerous issues with members of the public and liaised with State and Federal officials. I have fostered interaction and communication between departments via regular staff meetings and shared reports, the latter of which being additionally provided to town officials. Both as a public administrator and an elected official I have consistently expressed myself well in public settings, to include Town Meetings. I have participated in as well as led economic development efforts in each town in which I have worked.

I have participated cooperatively in several union negotiations, both in contractual and grievance settings. Additionally, I have overseen several years of budget creation and monitoring in conjunction with the Board of Selectmen, the Finance Committee and Department heads.

I have exhibited a commitment to regionalism as appropriate and have reached out to other communities as both a Selectman and an Administrator to seek collaborative solutions. However, as a public servant, I have been cognizant of the need for a non-political, professional approach to these and other matters, and strive to detach myself from such entanglements.

I hope that my qualifications and experience make me a viable candidate for your open position. I would invite the challenge the Town of Fairhaven would present to me and am hopeful that a long-term relationship can be established between us.

Sincerely,



Michael W. McCue

## MICHAEL WESTAWAY McCUE

175 William Street



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**GOAL:** A municipal managerial/administrative position where experience, education, and communications skills will be fully utilized to further my career.

### RELEVANT EXPERIENCE:

July 2014–  
Present

**Town Administrator**  
*Town of Rochester, Massachusetts*

Chief administrative officer of the town responsible for the daily management of various town departments. Administer personnel function including recruitment and screening of job applicants; coordinate employee training and development; assist in collective bargaining negotiations; work to ensure harmonious relationships with all personnel. Serve as Chief Procurement Officer and computer systems administrator; prepare the operating and capital improvement budget; develop financial management policies; analyze monthly financial reports; responsible for coordination and preparation of Annual and Special town meeting warrants; administer town insurance programs; represent Town with media and on regional and state boards and committees.

October 2007–  
June 2014

**Town Administrator**  
*Town of Avon, Massachusetts*

Chief administrative officer of the town responsible for the daily management of all town departments. Duties similar to above position.

January 2006 –  
October 2007

**Administrative Assistant to the Board of Selectmen**  
*Town of Mendon, Massachusetts*

Chief administrative officer of the town responsible for the daily management of all town departments. Duties similar to above position.

September 2004 –  
January 2006

**Economic Development and Grants Officer**  
*Town of Walpole, Massachusetts*

Support and foster the attraction of new businesses to the town while working to retain current operations. Help facilitate granting of permits and other requirements for new and current business via Town Hall departments. Help create new zoning initiatives and streamline permitting processes. Identify and secure federal, state and private funding to offset expenses to Walpole taxpayers.

May 2001 –  
May 2007  
(Chairman 2003-  
2004)

**Board of Selectmen**  
*Town of Mansfield, Massachusetts*

Responsibilities include; policy making for a wide variety of issues that affect provision of services; calling Town Meetings and preparing warrants; oversight of litigation matters; conferring various licenses and permits; and supervising expenditures, contracts and weekly bills. Appoint members to volunteer boards and committees. As Chairman of Board, set all weekly Selectmen meeting agendas and represented town at state and local meetings and functions.

**OTHER EXPERIENCE:**

January 2001-  
August 2004

**Senior Security Administrator**  
*The Charles Stark Draper Laboratory, Inc.*  
*Cambridge, Massachusetts*

Task leader for all company and government security functions within designated programs. Delegate tasks to security support staff. Participate in budget creation and oversee expenditures. Represent company security interests at all formal meetings and negotiation sessions.

November 1997-  
October 2000

**Program Administrator**  
**Special Operations & Land Robotics Directorate**  
*The Charles Stark Draper Laboratory, Inc.*  
*Cambridge, Massachusetts*

Task leader for all administrative and security aspects of assigned programs. Responsibilities include program planning scheduling; proposal preparation; review of technical status reports; monitoring cost; generation of financial reports in accordance with contract requirements; procurement; preparing business revenue projections and manpower requirements. Cooperatively work with government sponsors to meet FAR and other regulations.

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**Organizations/  
Affiliations:**

Past President, Massachusetts Selectmen's Association (MSA)  
Executive Board of Directors, Massachusetts Municipal Association (MMA)  
Member, Governor's Advisory Committee on Local Government  
Southeastern Massachusetts Metropolitan Planning Organization (MPO)  
Board of Directors, American Credit Counseling Service  
Board of Trustees, Bridgewater State College (former 2002-2004)  
Board of Directors, Vision 2020 (former 2001-2002)  
Notary Public (expires 2019)  
Mansfield Board of Registrars of Voters

**Education/  
Certifications**

**Massachusetts Certified Public Purchasing Official (MCPPO)**  
**Master of Public Administration**, May 2002, *Bridgewater State College*  
**BA - History**, December 1988, *Saint Anselm College*, Manchester, NH  
**Citizens' Legislative Seminar**, Fall 2005, *Legislative Education Office*

**Recent Publications:** 'The Monarch and the Maple', *The Beaver*, Canadian History Society, Oct 2002  
'Borden's Siberian Adventure', *The Beaver*, January 2002  
'The Soldier and the King', *American History*, June 2002  
'The Cruise of the U-156', *American History*, February 2002

Various items for The Boston Herald, Providence Journal, Daily Oklahoman, Ottawa Citizen, Albany Times-Union, Brockton Enterprise, Attleboro Sun Chronicle, New Bedford Standard and others.



42 Buckingham Road  
North Andover, MA 01845  
(978) 729-8467  
[mhrees@comcast.net](mailto:mhrees@comcast.net)

September 30, 2015

Mr. Geoffrey A. Haworth II  
Chair, Fairhaven Board of Selectmen  
Fairhaven Town Hall  
40 Center Street  
Fairhaven, MA 02719  
Via: Email to Collins Center at UMass, Boston

Dear Mr. Haworth,

In response to the Town of Fairhaven's recent posting on the Massachusetts Municipal Association website for a Town Administrator please accept this letter and the attached resume in application for that position.

As is evident from my resume, I meet or exceed the education and experience levels that you require for this position. I possess a masters degree in public administration and have over 35 years in local government management experience.

However, what may not be so evident from my written submission is the manner in which the successes that I have documented were achieved. First and most important, they were accomplished by fostering a collaborative and goal orientated environment that brought elected officials, staff, volunteers and other stakeholders together to develop mutual objectives and strategies to achieve them. Second, I brought a leadership style that empowers individuals to do their jobs in creative and innovative ways while holding them accountable for measureable results.

In addition, I have the unique experience of successfully implementing the change in government structure currently be undertaken in Fairhaven; having been the first town administrator in Ashburnham and Northbridge, Massachusetts. Both of those towns benefited greatly from having a professional administrator in place to work closely with the Board of Selectmen in implementing positive change in their communities including improved financial management, enhanced delivery of services, and greater accountability.

My entire career has been dedicated to making local government more efficient and effective, while never forgetting that we are here to serve the community and its residents. I believe I bring the knowledge, experience, and management style that will allow Fairhaven to continue on its path to municipal government excellence.

Sincerely,

*Mark H. Rees*

Mark H. Rees

**Mark H. Rees**



**PROFESSIONAL EXPERIENCE:**

July 2011 – Sept. 2014 **City Manager**  
**City of Portland, ME (Population 65,000/Budget \$220 Million)**

First city manager hired under new charter authorizing popular election of mayor while maintaining administrative authority to manage a full service city including a regional airport, a rehabilitation hospital and waterfront operations. Initiated and implemented changes to the management structure of the city government to enhance effectiveness and accountability including setting of annual city council goals and departmental objectives. Presented three balanced city operating budgets, each of which were approved by city council with minimal changes. Concurrently, unreserved fund balance increased from 9.5% of General Fund Budget to 12.2%. Established the city's first five-year capital improvement program and received approval for over \$92 million in capital expenditures necessitated as a result of deferred maintenance of infrastructure and environmental mandates. Supervised the Police Department that saw a 9.4% reduction in violent and major property damage crimes from 2010 to 2013 and 11% reduction in public nuisance calls for service during the same time period. Coordinated revised development review process for improved and timelier regulatory approval supporting over \$144 million in private investment. Reorganized the Fire Department for better supervision and resource allocation resulting in improved emergency response capability. Addressed policy issues around the needs of the homeless through permanent housing placements and better case management. Established City Manager's Advisory Committee on Disabilities to provide advocacy for the disabled.

Sept. 2000 – June 2011 **Town Manager**  
**Town of North Andover, MA (Population 30,000/ Budget \$86 Million)**

Managed full service growing community with direct responsibility for finance, public safety, public works, community development, utilities and employee benefits. Under the policy direction of five-member Board of Selectmen, addressed chronic financial challenges by fostering economic development through strategic rezoning, controlling of health insurance costs, negotiation of affordable collective bargaining agreements and implementation of shared resources through consolidation of school and municipal support services. Developed and implemented multi-year capital planning program with particular focus on public facilities including renovation of the town hall, new police station, new pre-school facility, replacement of substandard water mains and storage facilities. Reinstated commitment to infrastructure repair with installation of sanitary sewer to protect drinking water supply, and replacement and upgrade of departmental equipment. Implemented short and long-term financial policies resulting in five bond rating increases during tenure. Developed partnerships with community organizations and negotiated donations and/or payments in lieu of taxes to offset costs of expanded municipal services in previously underserved areas of Elder Services, Youth Services and Public Safety. Instituted numerous changes to public works operations including single stream recycling, pavement management and sidewalk improvements. Implemented objective-based merit pay performance system for all management employees. Established effective and successful working relationships with state and federal representatives in the advocacy of town needs.

## Resume, Mark H. Rees, Page 2

Dec. 1996 – Sept. 2000 **Chief Financial Officer**  
**Town of Framingham, MA (Population 65,000/ Budget \$145 Million)**

Served as first Chief Financial Officer for major metropolitan community 25 miles west of Boston. Responsible for oversight and direction of all financial staff as well as procurement. Directly responsible for budget development, monitoring and reconciliations. Developed the Town's first five-year capital budget plan and five- year financial forecast. Reorganized the layout and design of operating budgets for General Fund and Enterprise Funds. Developed and recommended fiscal policies to insure stability in Town's bond rating which resulted in a reversal of three years of budgetary operating deficits. Implemented an internal audit function that successfully addressed Town's previous failure to reconcile cash and receivables on a timely basis. Co-chaired negotiating committee for the construction of international headquarters of a Fortune 400 company and regional headquarters of another Fortune 400 company.

Nov. 1991 – Dec. 1996 **Town Manager**  
**Town of Northbridge, MA (Population 14,000/Budget \$19 Million)**

Served as Town's first manager following adoption of a town charter creating Board of Selectmen/Town Manager form of government. Established fiscal stability in a community that was experiencing revenue deficits, excessive cash flow problems and budgetary mismanagement. Implemented management improvements which lead to positive fund balances, significant reductions in short term borrowing, and management-oriented budgeting systems. In partnership with the Commonwealth, private lenders, and community action agency, rehabilitated over 80 housing units for affordable housing. Implemented community policing initiatives leading to a greater police presence in distressed neighborhoods. Streamlined town functions by consolidating the Treasurer and Tax Collector Offices, creating a Department of Public Works, and implementing an integrated town computer system. Instituted new personnel policies with an emphasis on employee performance evaluations and updated the wage and classification system.

June 1987 - October 1991 **Town Administrator**  
**Town of Ashburnham, MA (Population 5,500/Budget \$6.2 Million)**

Served as first professional chief administrative officer responsible for overall municipal management under the policy direction of Board of Selectmen. Duties included approval of personnel actions, supervision of department heads, labor negotiations, budget preparation, and the development of policy initiatives for Selectmen and Town Meeting approval. Eliminated existing deficits through implementation of proper financial management practices including re-occurring savings through the consolidation of departments, increased productivity through acquisition of modern computer system. Improved accountability of staff through establishment of objective-based department head review system.

August 1984 - May 1987 **Assistant Township Manager / Director of Administration**  
**O'Hara Township, PA (Population 8,500)**

Responsible for financial management including accounting and budget preparation. Awarded Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association for two consecutive years.

**Resume, Mark H. Rees, Page 3**

Nov. 1979 - July 1984     ***Director of Purchasing and Central Services  
Orange County, North Carolina (Pop. 85,000)***

Established new County department with charge of achieving cost savings and efficiencies by program improvements in centralized purchasing, computerization of telephone system, risk management program oversight, property control system inventories and department support service.

**EDUCATION:**

2004                      Program for Senior Executives in State and Local Government  
                                 John F. Kennedy School of Government, Harvard University

1989                      Certificate in Local Government Management  
                                 International City/County Management Association

1986                      Associate in Risk Management  
                                 Insurance Institute of America

1979                      Master of Public Administration  
                                 University of Pittsburgh, School of Public and International Affairs

1978                      Bachelor of Science; Physics  
                                 Boston College, School of Arts and Science

**PROFESSIONAL AFFILIATIONS:**     Maine Town and City Management Association  
                                 International City/County Management Association

**REFERENCES:**                      Available Upon Request

## Gregory Scott Enos

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**Summary:** Over ten years of professional municipal experience in Massachusetts combined with over three years of work in the non-profit field. Built a solid track record of establishing excellent relationships with business leaders, taxpayers, employees, and public officials. A skilled project manager with the ability to organize and leverage limited resources to deliver a viable community inspired product.

### Municipal

**Experience:** **ASSISTANT TOWN ADMINISTRATOR** 6/2012 – Present

**Office of the Selectmen, Whitman, MA**

Provided assistance in the planning, administration and coordination of the daily operations for a municipality with over 14,000 residents, over a \$32 million dollar budget and 100 employees. Served as liaison among town officials, employees and citizens. Oversaw maintenance staff for all municipal buildings. As Chief Procurement Officer, assisted in the oversight of all aspects of procurement and contracting issues including supplies, services, preparing RFP documents and advising staff on procurement procedures and requirements. Secured new long term disability insurance for employees with greater benefits while saving over \$4,000 per year.

- Drafted new town bylaw and policy regarding disposition of surplus property.
- Assisted with personnel issues including hiring, collective bargaining, discipline and direct supervision.
- Drafted inaugural Personal Bylaw and assisted in creation of a Personal Policy handbook.
- Procured service contracts for all municipal elevators with over \$3,000 in savings.
- Awarded Risk Management Grant from MIIA for Human Resources Audit.
- Managed disposition of town ambulance resulting in winning bid 33% higher than estimate.
- Ensured \$80,000 payment from bonding company due to the Town since 2006.

**NEIGHBORHOOD PLANNER**

4/2006 – 6/2012

**Office of Housing and Community Development, New Bedford, MA**

Assisted in the planning, design and development of infrastructure improvements for parks, playgrounds, streetscapes and vacant lots. Undertook socio-economic and physical assessment of neighborhood target areas. Served as liaison to the community regarding project/initiative related issues and attended public meetings to provide project descriptions, solicit community input, and explain program requirements.

- Researched and drafted both a Vacant Building Registry and Nuisance Ordinance.
- Supervised 30 properties through the Atty. General's Office's Receivership Program.
- Oversaw the development of a strategic plan for the Acushnet Avenue economic corridor.
- Assisted in a successful \$100,000 grant proposal for a synthetic soccer field.
- Organized the planning and construction of five Vacant Lot Restoration Projects.
- Procured over \$100,000 of materials for various projects including landscaping and playground equipment.
- Worked to secure \$150,000 Abandoned Housing Rehabilitation Grant from the Attorney General's Office.

**PROJECT PLANNER/DOWNTOWN PLANNER**

1/2005 – 4/2005

**Brockton 21<sup>st</sup> Century Corporation, Brockton, MA**

Guided economic development projects and policy in Brockton. Developed relationships with business decision-makers, neighborhood organizations, government and elected official. Gained expertise in state and local business assistance programs in financing, tax incentives, permitting and site selection.

- Provided information and instructions to three businesses about the City of Brockton's TIF process.
- Created the first complete database of available commercial real estate in the Downtown district.
- Implemented new marketing material for key redevelopment parcels.

**MUNICIPAL INTERN**

8/2004 – 11/2004

**Selectman's Office, Ashland, MA**

Assisted Interim Town Manager with various municipal projects. Attended meetings with municipal leaders and town constituents. Researched various public policies and prepared implementation documents to Interim Town Manager.

- Coordinated the first updating of the town's development guide in ten years.
- Prepared RFP's for maintenance/repairs for the new community/senior center.
- Collected data from town departments for a preliminary benchmark survey.

**INTERN**

10/2003 – 3/2004

**Office of the Mayor, Brockton, MA**

Researched, gathered, and formulated reports and updates for the city's official website. Assisted in projects to promote and improve Brockton's services directly related to the mayor's office. Worked on developing and overseeing the City's EITC preparation site. Assisted on local events, and programs that developed

- Acquired initial mapping for the City of Brockton's website.
- Completed original inventory of all recreational areas in the city and their condition.
- Executed website updates to include meeting calendars, maps, job postings and RFP announcements.

**Education:** Suffolk University, Boston, MA

**MASTER IN PUBLIC ADMINISTRATION, May 2005**

The Pennsylvania State University, University Park, PA

**B.A. IN POLITICAL SCIENCE, MINOR IN PHILOSOPHY, May 2000**

**Professional****Development:**

- \* International City/County Management Association, Member 2007-2011
- \* Massachusetts Municipal Management Association, Member since 2012
- \* Massachusetts Municipal Management Association, Whitlock Memorial Scholarship recipient
- \* Brockton Conservation Commission, Member 2007-2011
- \* MCPPO, Public Contracting Overview Seminar, September 2012
- \* MCPPO, Supplies and Services Contracting, February 2013
- \* MCPPO, Design and Construction Contracting, February 2013
- \* Inspector General's Office Real Property, April 2013
- \* Inspector General's Bidding Basics: M.G.L. c.30B Course
- \* MMPA Supervisory Leadership Program, Fall 2012
- \* Massachusetts Notary Public
- \* National Community Development Association CDBG Basic Certificate
- \* National Community Development Association CDBG Advance Certificate
- \* Massachusetts Association of Public Purchasing Officials, Member since 2012

# Gregory Scott Enos

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\* 70 Coweaset Drive Street \* Brockton, MA 02301 \* (508) 982.6658 \* gregoryenos@hotmail.com \*

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September 4, 2015

Ms. Mary Flanders Aicardi  
Edward J. Collins Jr. Center for Public Management  
UMASS Boston  
100 Morrissey Blvd.  
Boston, MA 0125-3393

Dear Ms. Aicardi:

Please accept this letter and resume as my formal request to be considered for the position of Town Administrator.

Presently, I am the Assistant Town Administrator for the Town of Whitman, MA. Through my daily duties, I have developed strong competencies in procurement, grant writing, project management, public policy development, human resources, collective bargaining and budget preparation.

Currently, I am working with Massachusetts Interlocal Insurance Association to improve employee participation in available training programs while continuing to improve available training opportunities including partnering with another community to develop a COA driver safety course. I have led a joint meeting with town planning boards to open a discussion on a large brownfield site located in town. In addition, I have been working with federal and state officials on securing funding for assessments and potential clean up funds.

I have initiated the creation of an Economic Development Committee to advise the Board of Selectmen on a large brownfield site along with other matters such as the revitalization of downtown. Also, I have been responsible for developing the initial personal and policy procedure manual and Personnel Bylaw for the Town of Whitman.

In the past, I have taken a lead role in the coordination of the "Building for a Better New Bedford" housing task force and creating a strategic plan for the revitalization of an economic commercial district in the City of New Bedford. I have assisted in the implementation regional agreements for Veterans Services and Animal Control.

Additionally, as part of the negation team for the town, I assisted in settling all five bargaining contracts within the last year. We were successful in modest pay increases in exchange for longevity time removal and other small concessions. I have maintained solid relationships with our employees both throughout the negation process and in administering the collective bargaining agreements.

I am proficient in computer programs such as Excel, Word, Access, Power Point, Photo Shop, Pictometry, ArcView and Softright. Recently, I have been certified by the Office of the Inspector General as a MCPPO and designated as the Chief Procurement Officer for the Town of Whitman. I have gained firsthand knowledge in state and local business assistance programs in financing, tax incentives, and site selection. In the last two years, I have successfully received grant funding from MIIA, MHC, MassDevelopment and DHCD.

Also, I have worked to develop relationships with business decision-makers, government and elected officials and neighborhood leaders. These abilities help demonstrate my leadership, strategic planning and public liaison capabilities, along with my educational background in public administration, that would assist me in this position. I'm looking forward to using this experience to further the progress made by the Town of Fairhaven.

I would welcome the opportunity to discuss my qualifications in greater detail. I look forward to hearing from you soon.

Sincerely,

Gregory Scott Enos