

Town of Fairhaven



TOWN ADMINISTRATOR FINALISTS

February 2021



COMMUNITY PARADIGM ASSOCIATES, LLC

Jennifer Callahan

Finalist

Fairhaven Town Administrator

Jennifer Callahan

Sutton, MA 01590

Cellular: [REDACTED]

December 9, 2020

Bernard Lynch, Principal
Community Paradigm Associates
One Saddleback
Plymouth, MA 02360
blynch@communityparadigm.com

Dear Mr. Lynch:

I am submitting the attached resume for the Fairhaven Town Administrator position recently advertised on the Massachusetts Municipal Association website on November 12, 2020. My twenty-five years of experience in local and state administration, public policy, capital planning, labor relations and government affairs has well prepared me for this municipal leadership role. My relationship with local governments runs deep and my creativity in securing resources for public service and community development needs is well known to many municipal and state administrative leaders and officials. My familiarity with the community, its location, its history and demographics, coupled with the broader management duties and expectations of the position, make Fairhaven a very appealing professional career opportunity for me to pursue at this time.

In terms of municipal experience, I am currently employed as Oxford's first woman Town Manager and was formerly Millville's first Town Administrator. In these positions I have served as both the Chief Administrative and Chief Procurement Officer. My leadership priorities have been to stabilize government operations, implement financial management best practices, significantly increase overall reserves, identify new revenue sources and secure numerous grants. I have also vigorously pursued regional-based services, renegotiated contracts, established new inter-municipal agreements and developed sound grant proposals which have resulted in over \$9.3M (Oxford) and \$2.7M (Millville) in actual new funding assistance for essential projects which could never be met through the annual operating budget.

As Oxford's Town Manager, I replaced an administration which had left town government in turmoil and had created significant employee morale issues resulting in an overall hostile work environment for many personnel. I have made professionalizing the existing workforce and implementing strategic staffing plans a priority to dramatically improve overall employee satisfaction. I truly embrace an "open door" policy for staff, boards and committees and departmental leaders to provide support, address potential problems in a timely manner and to provide constructive feedback on a continual basis.

As both a town manager and administrator, I have made improving municipal school relations a top priority. I have had very cooperative relations with every superintendent and have headed efforts to conduct joint meetings to discuss budgets, capital planning and shared services. This has resulted in greater equity in capital planning, realistic operational funding and the effective avoidance of operational overrides and unanticipated "surprises" on town meeting floor.

In recognition of my public service efforts towards improving regional economic development opportunities, I have served as a Board Director for the Blackstone Valley Chamber of Commerce for two non-consecutive terms and have lead efforts on workforce development, tourism and post-secondary education. I also worked as a Senior Performance Improvement Administrator at UMass Medical Center for six years. Professionally, I have worked as a licensed public health provider which has provided me with unique insight and skills to effectively address the current pandemic. Additionally, I have been a trained facilitator and strategic planning consultant using Total Quality Methods to improve public services and drive key results.

In terms of public service, I have also served as both a municipal and school committee official, had the honor of serving in the Massachusetts General Court for 8 years, founded and managed

a regional nonprofit hunger relief program for over 25 years and had advancing administrative and teaching roles within the Commonwealth's University System. The diversity associated with these roles has provided me with unique organizational insight and experience in working closely with public leaders to oversee, administer and implement strategic plans, programs and budgets.

I have had human resource responsibilities in various settings. I have represented and managed the interests of individuals and groups through grievance procedures, contract negotiations, labor management meetings, arbitration, alleged workplace harassment complaints and discrimination cases. Whether serving 15,000 residents as a Town Manager, 3,200 residents as a Town Administrator or representing 40,000 constituents across five towns as a Legislator, I understand not only how to target communication activities, but also how to develop and promote messages for effective public outreach. I also have an extensive history of assisting communities address crises, to maintain open lines of communication during emergencies and to proactively involve the public in priority projects.

In public and private sector roles, I have demonstrated sound analytical judgment, effective management, successful policymaking, thoughtful leadership and the art of negotiation to executive teams, elected officials, community leaders, employees and residents alike. Most importantly, I have personally embraced a public service path in life and thrive on building positive partnerships to improve the quality of life of communities. Indeed, I look forward to and would greatly appreciate the opportunity of further discussing this important position with you.

Sincerely,

A handwritten signature in black ink, appearing to read "Jennifer M. Callahan". The signature is fluid and cursive, with the first name being the most prominent.

Jennifer M. Callahan

JENNIFER M. CALLAHAN

[REDACTED]
Sutton, MA 01590
[REDACTED]
[REDACTED]

PROFILE

Candidate is tested Town Manager and Town Administrator; Is proven local and state official with extensive policy, administrative and public sector experience in government affairs, community relations, economic and workforce development, labor relations and capital planning; Former senior administrator of system-wide operational and performance improvement for large public sector institution; Has demonstrated leadership as seasoned executive level professional with senior management skills.

HIGHLIGHTS

- ◆ Diverse experience in local policy and administration activities of municipalities, i.e. strong understanding of local and state government procedures, processes and programs used to address complex community problems and advance local projects
- ◆ Exceptional public relations and communications skills at various public sector levels; Extensive experience working with myriad of community boards, commissions and groups; Managed citizen suggestions, complaints, surveys and implemented solutions; Administered and processed annual resident caseloads of over 1,000
- ◆ Hands-on organizational experience providing direct administrative support, strategic planning, facilitation, supervision, project management, departmental reporting and presentation development to executive leaders in private and public sectors
- ◆ Reviewed, amended and presented annual municipal, school and state budgets ranging from \$6 million to \$29 billion; Leader of the 2010 Budget Transparency Act
- ◆ Proven management experience of personnel and programs in private, public and nonprofit sectors i.e. government, business, education and health care; Strong ability to guide public staff in maintaining effective departmental operations
- ◆ Diverse Town Meeting experience as Town Administrator, former Selectman and School Official; History of effectively advocating for local support of new bylaws, annual budgets, town overrides, debt exclusions and operational budgets
- ◆ Responsible for coordinating and securing in excess of \$150 million in special municipal project funding i.e. major economic & community development projects
- ◆ Board Member of Chamber of Commerce; Secured \$5.5 million for business expansion, workforce development, leadership training, entrepreneurship, small business assistance, smart growth planning & business redevelopment projects
- ◆ Trained Facilitator; Advanced skills in strategic planning, program assessment and institutional performance; Directed system wide performance projects, service plans and practice guidelines to more effectively deliver & evaluate public services
- ◆ Experience leading regional partnerships and mutual service agreements i.e. municipal purchasing, emergency dispatch, recycling, academic and athletic programs, college satellite campuses and education cooperatives, town planning, workforce development and senior transportation
- ◆ Extensive collective bargaining experience on both sides of a negotiating table; Managed public employee interests through grievance procedures, labor-management meetings, arbitration, workplace complaints
- ◆ Demonstrated history of working closely with municipal and state legal counsels on many other diverse community issues
- ◆ Recommended and wrote bylaw changes and partnered closely with town planners in promoting solutions and securing funding for sustainable community development, locally initiated affordable housing projects, municipal energy projects, technical assistance and smart growth planning

HIGHLIGHTS

- ◆ Direct experience working on public and environmental health issues including environmental health hazards, toxic exposure, communicable diseases, addictions, occupational health, employee assistance; Registered Nurse (31 yrs.) and Nationally Certified Health Education Specialist (20 yrs.)
- ◆ Created strong partnerships with local, state and federal public safety and emergency management officials to address community crises i.e. prolific communications to municipal boards, public, media and respective agencies; Lead efforts for over \$5.0 million in community disaster relief funding post major fires, storms, compromised dams and contaminated water supplies
- ◆ Substantial work with infrastructure projects (roads, water, dams, sewer and bridges) i.e. securing over \$35 million in additional direct infrastructure grant funding from MassDot, MassWorks, CDBG, MORE, STRAP, PWED, CDAG programs
- ◆ Extensive municipal and state policy experience supporting Local Aid, Chapter 70 and Chapter 90 increases; Responsible for identifying community service needs, developing capital building project scopes & working with officials to secure funding
- ◆ Garnered more than \$3.5 million in state grant funding for major recreation and conservation initiatives including the building of new parks, living history centers, playgrounds, river walks, youth education camps, bike and riding trails, heritage trees, great pond restoration, waterways maintenance & visitor education centers
- ◆ Obtained numerous first time grants for recycling, energy efficiency, solar and alternative energy projects totaling over \$3 million for both municipal & school initiatives

EDUCATION

Doctorate of Education-- Higher Education Administration, Policy & Research

University of Massachusetts at Amherst

Focal areas: Public Sector Institutional and Systems Administration, Budgeting and Management; Organizational Analysis and Leadership, Education Assessment and Reform

Master of Public Health-- Community Public Health Policy & Administration University of Massachusetts at Amherst

National Commission: Certified Health Education Specialist for 20 years

Focal Areas: Public Health Surveillance, Environmental Health Science, Health Program Finance & Administration, Public Health Policy Management, Epidemiology, Biostatistics

Bachelor of Art-- Sociology

Boston University

Honors: Symington Sociology Scholar

Bachelor of Science-- Nursing Science

Boston University and the Florence Nightingale School of Nursing & Midwifery, UK

Honors: Case University Scholar

Commonwealth BORN: Licensed Registered Nurse for 31 years

EXPERIENCE

Town of Oxford, Oxford, MA

2018-present

Town Manager

Effectively implemented new financial policies (OPEB, Stabilization, Capital Stabilization, Free Cash) and significantly raised revenues and reserves. Applied for unprecedented \$15.2M in grants and secured \$9.3M in funding assistance. Overhauled budget presentations, town meeting materials and town meeting preparations. Implemented 5 Year Capital Program and completed record number of overdue deferred maintenance projects by increasing free cash certifications and leveraging grant support. Successfully negotiated 3 collective bargaining contracts with market rate adjustments to improve employee retention, increase town's regional competitiveness and improve applicant pools. Established new DPW personnel classification system and job description overhaul for all DPW positions which had not been addressed for 40 years. Negotiated "zero" increases for health insurance premiums for past 3 years resulting in major budget savings and renegotiated property and IOD insurance premiums resulting in \$300k in budget savings. Increased both police and fire staffing and opened second fire station to improve emergency response times. Negotiated several favorable marijuana industry host agreements and new solar lease and tax agreements to generate close to

EXPERIENCE

\$1.0M in recurring annual revenues. Converted town's highway lighting to LED saving over \$130k and then successfully navigated town to become Green Community. Reorganized information technology department saving over \$300k annually and directed major cybersecurity infrastructure upgrades. Negotiated new contracts for communications systems and made major improvements for public works and public safety radio communications. Organized legislative briefings and garnered state support for local town and school budget priorities. Reduced IOD claims, improved employee safety, education and training resulting in reduced insurance premiums and improved employee health. Implemented strategic staffing and retirement succession plan and hired important new positions (human resource specialist and directors of planning & economic development, public health, facilities maintenance). Significantly improved town-school relations with joint meetings, cooperative endeavors and equity in funding requests. Presided over reasonable increases to school operations averting all public requests for overrides for first time in over a decade. Implemented major aspects of town's Master Plan initiatives to improve downtown, address public infrastructure and enhance cultural opportunities (Movies on Main, Scarecrows on Common and Art in the Park) for residents.

Town of Millville, Millville, MA

2016-2018

Town Administrator

Successfully negotiated insurance claim & constructed off site modern Town Hall saving taxpayers \$1.6M; Over \$2.2M (*MassWorks, Complete Streets, Community Compacts, MOBD, Demolition, Public Safety, Accelerated School Repair*); Established "One-Stop" Municipal Service Model by reconfiguring all town departments; Established new Finance Team & produced town's first 3 Year Budget Forecast & Plan; Conducted full review & implementation of financial management policies & procedures; Provided technology upgrades to all financial departments(*replaced 28 year old accounting system*); Negotiated new inter-municipal agreements & regional contracts saving \$350k; Tripled new growth by overhauling Assessors Department; Instituted aggressive collections policies for \$250k in new revenue & a 98% collection rate; Established structured budget contributions to stabilization & OPEB funds; Implemented 5 year Capital Plan; Converting to online permitting platform; Established Enforcement Taskforce collecting \$70k in violations; Passed several new enforcement bylaws; Set up Town-wide Capital Fund and two new stabilization funds (*Matching Grant & Capital*); Negotiated New 3 Year Police Contract; Updated building & planning fee schedules & revamped applications; Directed completion of town's first Development Guides, Zoning Diagnostic, Open Space Recreation Plan and Master Plan; Passed Comprehensive Marijuana bylaw

Massachusetts General Court, Boston, MA

2003-2011

House of Representatives, 18th Worcester District

Full time Legislator 8 years representing five communities with constituent base of 40,000; Policy Leader in Municipal Affairs, Economic Development; Ethics Reform, Government Accountability, Budget Transparency, Public Health, Education; Reviewed, amended and approved annual fiscal state budget appropriations of \$23-\$29B; Proposed, drafted, filed, supported & enacted public policy for towns and Commonwealth; Highly successful state and federal grant initiator, author and advocate; Provided expert written and verbal testimony on a myriad of government matters; Regularly communicated to state agencies and officials concerning complex local affairs; Directed and managed legislative and policy committee staff as well a district support team; Highly visible local leadership via public outreach i.e. district office, regional listening tours, office hours and constituent opinion surveys; Experienced formal public speaker for a variety of audiences and events; Highly interactive communications skill set to promote vision, message and information about important public concerns and policies by conducting radio/TV/newspaper interviews, publishing newsletters, promoting websites and by developing fact sheet, reports and presentations; Organized regional summits and symposia on public education, economic development, health care, workforce development, environment, transportation, infrastructure and housing; Demonstrated ability to meet new and competing deadlines while pursuing an aggressive public schedule of activities, events and appointments

Town of Sutton, Sutton, MA

1999-2002

Sutton Board of Selectmen; MMA

Town of Sutton, Sutton, MA

1999-2002

Long Range Planning Committee; CMRPC

EXPERIENCE

Town of Sutton, Sutton, MA
Sutton School Committee; MASC; Fed Relations Network

1996-1999

UMass Memorial Healthcare, Worcester, MA
Senior Performance Improvement Administrator

1994-2000

Provided senior level strategy, operational planning and administration in deploying multi-campus patient-provider projects, i.e. budget analysis, financial targeting and revenue goals; Managed medical quality improvement (QI) projects and annual plans for multiple hospital divisions/departments; Developed departmental plan metrics and measurement tools; 4 year Director of New England Quality Symposium i.e. budgeting and marketing largest interstate quality educational conference; Certified in Total Quality Techniques; Supervised complete development and implementation of major Clinical Practice Guidelines across multi-campus system for several thousand physicians and case management staff; Managed multiple institutional physician and national clinical project databases and presentation portfolios; Conducted system-wide quality studies by compiling, reviewing, and reporting clinical and financial data findings & results; Compiled, analyzed and wrote reports and developed presentations for senior leadership & staff; Assessed and organized division/departmental reports for compliance with outside agencies.

UMass Graduate School of Nursing, Worcester, MA
Assistant Professor & Consultant

2002-Appointed

Lectured on state and federal nursing, health care quality and public health policy measures; Served on area institutional boards, including Worcester Nursing Pipeline Consortium and Worcester State College Nursing Advisory Committee; Created executive level stakeholder presentations outlining institutional needs for program development; Provided curricular assessment and strategic plans for administrative leaders to define and implement a Post-Master's Certificate Program in Health Care Quality; Garnered approval for new regional LPN program and secured tens state of the art resources for teaching & training.

NONPROFIT

UMass Medical Center, Worcester, MA
Senior Medical Peer Review Coordinator

1993-1994

Developed and conducted systematic medical record review process for all clinical divisions and departments to comply with external regulatory agencies; Analyzed and reported medical review results to Executive Medical Leadership Team; Collaborated with external benchmarking agencies on Clinical Improvement Studies; Managed data collection for research studies, administrative reports and audits.

UMass Medical Center, Worcester, MA
Resource Nurse-Orthopedic Surgical Trauma Care

1988-1993

Rotating nursing management responsibility in supervising 40-bed unit, i.e. planning and evaluating staff assignments, admissions screening, delegating work and conducting full patient admission assessments for unit; Provided licensed clinical nursing care to multi-trauma, orthopedic & surgical patient population at Level I Trauma Center; Massachusetts Nurses Association; American Nurses Association.

Southern Worcester County VNA, Webster-Dudley, MA
Maternal Child Health Manager

1986-1988

Managed all aspects of assessment, budgeting, development, implementation, and evaluation of a new community-based nursing maternal child health program; Performed community needs assessment for agency including data collection, survey analysis and interview reporting from area health institutions; Developed maternal child health assessment and education tools for program; Planned and coordinated actual program referral process; Developed program directory of regional support services using assessment data; Represented agency in all joint community programs; Nationally Certified in Child Health & Developmental Assessment.

Holidays with Heart Hunger Relief, Sutton, MA
Founding Director

1994-present

Coordinate all aspects of a regional hunger relief program with multiple agencies and over 2,500 volunteers across Central Massachusetts Region; Develop and implement annual giving campaign with fundraising goals that provide budget foundation for the purchase of fresh

produce from Massachusetts' farms; Organized the purchase, distribution and donation of over 640 tons of farm produce to nonprofit organizations and town pantries across Central Massachusetts; Chief sponsor of An Act Relative to Farm-to-Family Hunger Relief to create a statewide model to better connect farms to hunger relief organizations.

BV Chamber of Commerce, Northbridge, MA

2016 to present; 1996-2012

Board Director & Committee Chair

Directed leadership efforts on workforce development, post-secondary education & business technology for a 13 town regional chamber of commerce; Advocated Quinsigamond College campus location in Northbridge; Conducted business survey research & analysis on higher education and technology needs of region; Organized content, presenters and sponsors for regional technology initiatives; Tech Summer Institute, Tech Expo and Technology Tour targeting educators, businesses, investors & policymakers; Promoted establishment of two new regional college satellite campuses; Coordinated annual publication of "The Blackstone Valley Education & Training Resource Guide"; Cofounder of FutureWORKS a regional four college collaborative program offering undergraduate and graduate classes to residents of the Blackstone Valley; Secured numerous state grants for technical assistance, entrepreneurship, business development as well as a direct appropriations for Chamber activities.

**COMPUTER
LITERACY**

Microsoft Office, Word, Excel, Access, Power Point, VISIO and other software programs.

REFERENCES

Personal and professional references available upon request.

Jennifer Callahan

Reference Comments

The following reference comments were provided by six individuals currently serving or having formerly served as a Selectman in Oxford, a department head in Oxford, a Selectman in Millville, a department head in Uxbridge, a department head in Bellingham, and as President & CEO of a chamber of commerce.

- Jennifer Callahan is a skilled municipal administrator who knows how to deal with difficult financial issues and can make the tough decisions.
- After she began her tenure in Millville, she had to find a way to make up a nearly \$1 million reduction. She had the Town sell some land that could then be used as available funds and she made necessary cuts to the budget.
- I consider Jennifer to be a phenomenal asset to Oxford. She has brought in millions in grants as well as additional funds in host agreements with solar parks and cannabis facilities. She renegotiated an agreement with one of the solar parks here to make it much more beneficial for the town.
- Jennifer was instrumental in rewriting the bylaws to make agreements easier to negotiate.
- There were significant issues with the Fire Department in Oxford when she was hired and Jennifer and the new chief have been working hard to change the culture there.
- She brought in a \$2.5 million project to install lights and recondition a roadway. She secured more than \$2 million from the state and gained additional funding assistance from IPG Photonics.
- Jennifer has done an excellent job with collective bargaining in Oxford. We had one of the best negotiations we've ever had with our police union. She looks for language that will strengthen the town's position while being fair to everyone.
- She has been able to create and manage strong operating budgets for Oxford. Jennifer works well with the departments in putting the budget together and ensures that the document is straight-forward and informative for residents. She lets people know where funds are being expended and why. Town Meeting is shown it on screen and in print. She is highly transparent.
- Jennifer is very goal oriented. We had just finished the Master Plan when she came aboard and she has really pushed forward on implementing it. We needed a new recreation building and she made that happen with a lot of money coming from grants and donations. She has been working with the Community Center in hopes of rehabbing it. She is always looking ahead, planning for the future.
- She embraces challenges. When she came to Oxford, she hit the ground running. She has a phenomenal work ethic.
- When she interviewed, I didn't vote for her, but I am so glad I was outvoted. She turned me around quickly and now I'm her greatest fan.
- She has great insight on who to work within the grant system. She was able to get some MassWorks grants to improve infrastructure in Oxford to help facilitate economic development.



- When Millville's Town Hall was condemned about a week after Jennifer started as Town Administrator, she quickly made arrangements for temporary housing, had everyone working together to relocate and had Town Hall business fully operational within a day or two.
- Jennifer is an incredibly hard worker and a tireless advocate for her community, a valuable resource who is extremely well connected and very committed.
- She is a true believer in municipal government who knows where and how to secure grant money as well as sponsorships and matching funds and is extremely strong in her knowledge of policy and procedures.
- When she was a state representative, Jennifer worked to help bring in \$350,000 in seed money, which led to a \$500,000 grant, to establish the Blackstone Valley Education Hub, a vocational and training school for those who can't get into the traditional public vocational schools. It offers training in advanced manufacturing, welding and robotics, and has a computer lab, fabrication lab, and design lab.
- There was a company that moved its manufacturing site from Millbury to Sutton and Verizon was giving them a hard time regarding getting their connections in place. Jennifer, as state representative, got then-Gov. Patrick's ear, brought him out to tour the facility in Sutton, and a couple of weeks later, Verizon was there installing the connections needed. She makes things happen.
- Jennifer is skilled at managing through a crisis, is highly intelligent, an excellent negotiator, and puts her passion for local government to work for her community.
- She is enthusiastic, energetic, and diligent. Jennifer is persistent in her efforts on behalf of the community, is a strong listener, and a good leader.
- Jennifer is particularly skilled in grant writing and securing grant money, managing people and projects, building strong teams, and managing finances and doing more with less. She is like "a chef who can make a seven-course meal out of a bone."
- When she came to Oxford, I was a department head and she asked a lot of questions, really learning and understanding what the department and I were trying to accomplish. She listens and she supports her team. She was a breath of fresh air.
- Jennifer got us money for new roofs, for a historic renovation to the southside of the library, for more road work, and sewer construction. She's a go-getter.
- She rolls up her sleeves and gets the job done. She has experience at working with businesses and enhancing economic development.
- Jennifer is a highly capable manager. She is a consensus builder and a problem solver. She is able to work with groups to bring them to compromise.
- She involves others in the process but she can also make the tough decisions. She is confident in her skills and abilities.
- She has strong connections at the state and community level, is well spoken, and well-liked by staff members and citizens.
- Jennifer has tremendous networking and public relations skills that she puts to use for her community. I value her strategic planning and management skills and her overall vision.



Thomas Hutka

Finalist

Fairhaven Town Administrator

Thomas J. Hutka, PE

[REDACTED]
Pompano Beach, FL 33062
[REDACTED]

December 6, 2020

Board of Selectmen
Town of Fairhaven

Dear Chairman Freitas and Selectmen,

After seeing your listing on the ICMA and Community Paradigm Associates websites, I am very interested in the position of Town Administrator. The challenges described fit extremely well with the skills I've built over many years in community government.

I have worked in literally all aspects of public administration, and developed a track record of proven management skills based on participatory leadership and professional creativity. Having worked my way up through the ranks, I also have hands-on experience in the day-to-day operations of full service local governments, especially in support of community preservation, stable growth management and sustainable economic development.

My portfolio of successful management initiatives has relied on fostering excellent working relationships with elected officials, citizens, employees, the news media, private companies and other government agencies. Communication and consensus building are the keys to my implementing many diverse initiatives. Under my watch, complex government operations are run like efficient profitable businesses, but with respect for each individual employee and citizen. In all cases, my results-oriented successes are marked by strict but reasonable financial decisions, operational efficiency, and emphasis on quality customer service.

As you can see, I am excited about the position, and working for and with the citizens of Fairhaven. I look forward to hearing from you.

Sincerely yours,

Tom Hutka

THOMAS J. HUTKA, PE

[REDACTED], Pompano Beach, FL 33062

EDUCATION:

Harvard University, Master Public Administration (land planning, public finance).
Princeton University, BSE Civil Engineering (structural, water/wastewater).
Florida State University, Certified Public Manager program.

EXPERIENCE:

City Manager: Port Huron, MI

Championed dynamic public-private partnerships to fully re-energize a great, but recently stagnant community, honored with All America City award. Implemented "Downtown Action Plan" to rebuild streetscapes, attract new investment, and reduce downtown vacancy from 40% to 8%. Greenhouse gas emissions reduced through active energy conversions and wastewater treatment process improvements. Completed — with minimal neighborhood disruption — reconstruction of city's water, sewer, stormwater and street infrastructure (US-EPA's nation-wide excellence award). Enlisted the collaborative efforts of regional governments, corporate sponsors and citizen volunteers as recognized with Municipal League's Greatest Innovations award. Led management team to Thomas Edison Business Award for creating exceptional work environment. 2001 to 2006.

"Hutka Helped Port Huron to Become Better. Hutka is a leader. There is no question Hutka made a difference. He reached out to a variety of community leaders and set a standard of cooperation. The City's progress was substantial enough to win state and national recognition. On Hutka's watch . . . he did much to help the city achieve. That type of leadership is hard to find . . . outstanding city manager."

— Port Huron Times Herald

Director of Public Works: Broward County, FL

Led Capital Projects, Solid Waste & Recycling, Facilities Management, Streets & Bridges, Traffic Engineering, and Water & Wastewater Operations and Finance. Served on Climate Change Task Force, Complete Streets Team, Fort Lauderdale International Airport Expansion Committee, and Convention Center/Hotel Team. Nationally recognized energy reduction program. All projects LEED Gold, including one of AIA's Best Ten Buildings in State. Greatly increased efficiencies and service quality, even while implementing ERP and reducing expenditures. 2009 to 2020.

Director of Municipal Program Management: HNTB Corporation, Indianapolis

Consultant to local governments, managing capital improvement programs and enhancing funding sources. Clients included South Bend, IN (Notre Dame University), Town of Speedway, IN (Indy 500 racetrack), City of Dallas, Hillsborough County, FL and other municipalities. 2006 to 2009.

Deputy County Manager: Osceola County, FL

Directed all elements of growth management: development review, land use planning, public works, capital program, engineering, solid waste, and code enforcement for this high-growth area which includes Walt Disney World. Implemented green initiatives, concurrency planning and smart growth measures for Disney's Town of Celebration and other nationally-recognized sustainable developments. Many first- time initiatives: energy savings, personnel management training, one-stop permitting, land development code, long- term financial planning, capital project cost/schedule controls, management information systems, parks/recreation master plan, and inaugural solid waste collection service. Extensive construction program included major league baseball park renovation, rodeo/fair complex, jail, courthouses, offices, libraries, parks and highways. 1997 to 2001.

Associate County Administrator: Hennepin County (Minneapolis)

Directed IT, purchasing, finance, accounting, investments, budget, facilities and public works programs for one of the county's largest governments. As member of the County's Executive Team,

led one of the nation's most advanced social service and health care systems. Developed County-wide strategic planning initiatives: performance measurement, employee evaluation and total quality management (NACO Excellence Award winners). Implemented comprehensive cost/benefit priority analysis for all capital expenditures-producing \$50 million in cost savings. Maintained one of the few public AAA bond ratings. 1994 to 1996.

Bond Rating Specialist: Standard and Poor's, New York, NY

Expert analysis of municipalities' management, budgeting and financial planning. Specialized in operation and management of public water, sewer and solid waste utilities. Experienced with entire range of public finance options. This training has helped increase bond ratings for every agency I led.

LEADERSHIP POSITIONS:

Economic Development Alliance of St. Clair County, Executive Board Member.
Downtown Development Authority of Port Huron, Board Member.
Blue Water Habitat for Humanity, Jimmy Carter Work Project, Board Chair.
Port Huron Neighborhood Housing Corporation, Board Member.
Volunteer of the Year Award, MainStreet Port Huron.
Rotary Club, Board of Directors, President Elect.
United Way of St. Clair County, Annual Campaign Board Member.
United Way of Broward County, Broward County (agency) Chair.

PUBLICATIONS & PRESENTATIONS:

"Local Government Public-Private Partnerships," National Council Public-Private Partnerships Annual Conference.

"Analysis of Local Option Sales Taxes," Consultant to Massachusetts State Finance Office.

"How to Improve Your Capital Bond Rating," Training session for State of Colorado employees.

"Rebuilding Infrastructure with Public/Private Partnerships," American Public Works Association International Exposition.

"Cost Requirements of the Safe Water Act for Cities," Credit Week magazine.

"Neighborhood Conservation Policy Alternatives," for Landmarks Commission, City of Boston.

"Marketing Your Downtown for Development Opportunities," International Council of Shopping Centers Conference.

"Fundamentals of Public-Private Partnerships," American Water Works Association Annual Conference.

"Finding Funds for New Construction," American Public Works Association International Exposition.

"Twenty-One Tips for Successful Capital Projects," Public Management magazine, International City/County Management Association.

"Checking for Quality," "Advanced Customer Service Skills," "How to Interview and Hire the Best People," In-house training.

"Managing a Reduced Workforce: Managing Public Expectations," NIRS Conference.

Thomas Hutka

Reference Comments

The following reference comments were provided by five individuals who have served as Director of a major public works division, Assistant Director of the entire public works department, an Assistant to the Director of the public works department, and Directors of two other major county divisions, all in Broward County, Florida.

- Tom Hutka is a well-rounded, hands-on municipal manager who knows what needs to be done and knows how to get things done. He is goal-oriented, focused, and thorough. He revitalized the department.
- He is highly skilled in financial management and budgeting. The budget for just one of the divisions he managed in Broward County was about \$80 million and he managed eight divisions. He implemented a tracking and scheduling system for the budget; you could take snapshots of the various budgets' status, spot anomalies, reductions in costs, overages, etc. Nothing slipped by him.
- Tom is good at defining needs, setting goals, determining objectives needed to achieve the goals, and making sure those objectives are met. He is highly effective and efficient. His project management skills are second to none.
- He has a direct management style. He defines the expectations and lets you develop the plan to reach them, but if you are having trouble or the plan isn't adequate, he will develop the plan with you. He is excellent with follow through. He makes sure goals are on target, will be met, and continue to be met.
- Tom is supportive of staff. He provides coaching and mentoring to bring people to the next level and to help an underperformer succeed.
- He is very good at developing and implementing policies and procedures. One policy he developed related to communication. He wanted our communications with each other and the County Commission to adhere to a certain template. He held classes with the various supervisors and taught it himself. He put the policy and template into writing for us and it was a huge benefit for us and the Commission. It made it easier for Commissioners to know where to find any information they were seeking.
- Tom works well with citizens. He would tend to have to come into a situation when it was at its worst and his thoughtful responses and solutions would usually defuse the situation. He could generally find a common ground with the citizen and he is someone residents felt comfortable speaking with.
- He strongly encouraged us to pursue grant opportunities. The grant ideas would often come from him; he would review the draft grant proposals staff would create, make changes where he thought appropriate, and push them forward.
- Tom is good at negotiating contracts and dealing with vendors at all levels – from basic purchases to developments worth hundreds of millions of dollars.
- He has dealt with a variety of union issues, including grievances, hiring, disciplinary actions, performance evaluations, terminations, etc. We have a separate negotiating team and Tom would work with them to set parameters and review potential offers.



- His ability to build strong teams that can support an organization are superior. He has an exceptional eye for talent and brings those people aboard. He knows how to put the right people in the right places to accomplish goals.
- Tom was also responsible for our real properties' division, including the completion of a new 20-story county courthouse tower that cost more than \$300 million. Under his watch, we embarked on an expansion of the Convention Center and hotel, which was close to a billion-dollar project.
- Our department was diverse and far-reaching – we dealt with security issues, building maintenance, major construction projects, mosquito control, canal work, water and wastewater, thousands of miles of roadway, finance and business development aspects, environmental issues. Tom had massive responsibilities and he handled it all with skill, professionalism, and a calm demeanor.
- There were well over 1,000 employees under his management in Broward County and he made sure they had what they needed to perform well in their positions. Tom is a coach and mentor; he listens; he forms efficient teams; and brings people to a higher level of performance.
- When he first arrived in Broward County, there were some divisions that were not functioning well together. He focused on building cohesive units and established training procedures and processes.
- He made certain people were treated fairly and equitably. Favoritism was not tolerated. If he felt someone from another department had been terminated unfairly, he would bring them back and strive to ensure their success.
- Tom has confidence in his skills and knowledge. He can hold his ground when it is appropriate and needed. He can make the hard decisions.
- When he came to Broward County, it was during the great recession. Cuts had to be made, including reductions in staff. He was able to manage the budget, make necessary reductions, and prevent further staff losses. He made sure division budgets were on point and there was nothing extra allowed.
- A citizen had complained about a water issue and it had gone around and around for about two years until Tom came. He looked into it, saw it was a contractor issue, made sure it was appropriately dealt with, and then closed the loop with the resident by ensuring it was resolved to the resident's satisfaction.
- We had a long-term strategic plan complete with detailed goals and objectives. It was updated regularly to ensure we were on target. One example is when we were switching county residents from septic to the city system. There were thousands of septic systems that had to be changed. We are about halfway through that goal and we are still using Tom's system to keep track of the project.
- Tom was in charge of such projects as the I-95 expansion in the region, the synchronization of street lighting, and numerous water projects designed to improve the system and increase the amount of water stored. We worked to run a pipeline from Broward County to Palm Beach County for water reuse.
- I was fortunate to have Tom as Director for 10 years. He was a great manager and great boss. There were a lot of problems here before Tom came and he got the ship righted. I miss the challenges he would present and the support he gave to us. He had confidence in his staff and made us more confident in ourselves. He made sure the team had the tools needed to become more skilled and confident in our abilities. He was the best boss I had in over 40 years of work.



Ari Sky

Finalist

Fairhaven Town Administrator

[REDACTED]
New Bedford, Massachusetts 02740

November 14, 2020

Fairhaven Town Administrator Search
Community Paradigm Associates
One Saddleback
Plymouth, Massachusetts 02360

To Whom It May Concern:

Please accept this correspondence as my application for the Town Administrator position for the Town of Fairhaven. As a seasoned manager and public finance professional with more than two decades of local government experience, I am looking forward to tackling new challenges and opportunities.

I am currently employed as the Chief Financial Officer for the City of New Bedford, where I was first appointed in 2013. My responsibilities include oversight of the City's business operations, including the Audit, Assessment, Purchasing, Treasury and MIS departments, and management of New Bedford's operating and capital budgets, which total about \$400 million annually. In addition, I manage New Bedford's strategic planning activities, long-range financial planning and performance measurement, and I provide advice and support for the City's elected officials. As the first dedicated CFO in the City's history, I have successfully developed an integrated enterprise management operation, eliminated organizational silos, and reoriented the agencies under my supervision in favor of an in-house consultant philosophy. I also play a central role in developing presentations for the major bond rating agencies, which have resulted in the elevation of New Bedford's bond rating to its highest level in at least 40 years, and in facilitating economic growth through the implementation of various incentive programs.

Prior to my current position, I worked as the Director of Management and Budget in Fauquier County, Virginia, the Budget Officer for Loudoun County, Virginia, and the Borough Manager in Yeadon, Pennsylvania. My career path has provided me with an extensive background in executive management, project management, economic development, analysis, labor relations, finance and intergovernmental relations. I believe that my experience as a public management professional provides excellent preparation for this position, and I look forward to the opportunity to discuss the possibility of providing my services to the Town of Fairhaven.

My resume is attached for your review, and I look forward to discussing this position in depth. Thank you for your consideration.

Sincerely,


Ari J. Sky

Professional Profile

Seasoned local government manager with a strong background in public finance, economic development, management analysis, grants management and organizational development.

Professional Accomplishments

Leadership:

- Successfully reorganized internal and public processes and reoriented agencies' missions in favor of an in-house consultant philosophy.
- Worked with governing bodies to develop long-range plans and vision statements.
- Led interdepartmental productivity improvement teams that resulted in innovative uses of work release inmates to address serious workload needs and improvements to purchasing procedures.
- Developed and implemented enterprise-wide performance measurement initiatives, which resulted in significant improvements in organization transparency and efficiency.
- Communicated with clients and managers to encourage collaborative, results-based processes and outcomes.
- Established effective communication with members of the community and print and online media.

Management:

- 25 years' experience as a senior manager in four jurisdictions.
- Successfully implemented the CFO model for the sixth largest city in Massachusetts.
- Managed organizational units at multiple levels, ranging from a large line agency to chief administrative officer of a full-service jurisdiction.
- Developed and implemented successful reorganizations of finance, code enforcement, human resources, and public works functions to improve efficiency and enhance customer service.
- Negotiated collective bargaining agreements with multiple bargaining units.
- Worked with regional organizations to develop and implement major transit and highway projects.
- Developed enterprise financial policies governing fund balance, investment policy, debt management, grants management, travel and procurement.

Public Finance:

- 30 years' experience in governmental budgeting and financial administration.
- Performed fiscal impact analysis on proposed and incoming developments and financial analyses regarding potential business incentives, and developed tax incentive programs to facilitate new development.
- Managed organizations through economic cycles and multiple fiscal challenges.
- Developed and managed grants management program and initiated countywide training program that resulted in more effective grants acquisition efforts.
- Acquired and implemented new budget and performance management systems.
- Introduced cash management techniques that significantly increased investment yield.
- Played a central role in successful efforts to obtain significant bond rating increases.
- Developed long-range financing plans for capital projects and enterprise funds.
- Secured GFOA Distinguished Budget Presentation Award.

Work History

Chief Financial Officer	City of New Bedford New Bedford, Massachusetts	March 2013 - Present
Director of Management & Budget	Fauquier County Government Warrenton, Virginia	Sept. 2008 – March 2013
Budget Officer	Loudoun County Government Leesburg, Virginia	Sept. 2004 – Sept. 2008
Assistant Budget Officer	Loudoun County Government Leesburg, Virginia	March 2000 – Sept. 2004
Senior Budget Analyst	Loudoun County Government Leesburg, Virginia	July 1997 – March 2000
Borough Manager	Yeadon Borough Government Yeadon, Pennsylvania	March 1995 – June 1997
Management Analyst	Arlington County Public Works Arlington, Virginia	May 1991 – March 1995
Budget/Management Analyst	Prince George's County Govt. Upper Marlboro, Maryland	July 1990 – March 1991
Legislative Assistant	U.S. House of Representatives Washington, D.C.	May 1987 – Jan. 1989

Education

Bachelor of Arts (Politics & History)	Brandeis University Waltham, Massachusetts	May 1987
Master of Public Administration	The American University Washington, D.C.	December 1990

Other Activities

Panelist and Moderator, *Governing* Leadership Forum, GFOA National Conferences, Lincoln Institute of Land Policy, Massachusetts Certified Public Purchasing Official program, Virginia Government Finance Officers' Association.

Executive Board Member, New England States Government Finance Officers Association, 2017-Present.

Member, Fiscal Policy Committee, Massachusetts Municipal Association, 2016-Present.

Member, Committee on Economic Development & Capital Planning, Government Finance Officers Association, 2016-Present.

Member, Committee on Retirement & Benefits Administration, Government Finance Officers Association, 2014-2016.

Member, Birmingham Green Board of Directors, Manassas, Virginia, 2011-2013.

Member, Committee on Governmental Budgeting and Fiscal Policy, Government Finance Officers Association, 2006-2011.

Reviewer, GFOA Distinguished Budget Awards Program, 2007-Present.

Ari Sky

Reference Comments

The following reference comments were provided by five individuals including a city solicitor, the executive director of an economic development council, the president of a private consulting firm, a county administrator in Virginia, and the legislative division director of the MMA. All five individuals either worked directly with the candidate or interacted with him on various municipal projects.

- Ari Sky is highly skilled in municipal finance and management. He is a collaborative, thoughtful, and diligent municipal leader.
- He is very active with the Massachusetts Government Finance Officers Association, which is the group that develops the best practices for finance officers. When I have questions on any emerging practices, I go to Ari for the answers.
- Ari works well with staff and elected officials. He has a strong sense of the roles and develops good working relationships. He is personable and approachable. He is an active and engaged listener and supports transparency in government.
- Last year was a challenging year for municipalities to put together their budgets. Ari worked with us at the MMA when we were developing temporary changes for the Legislature to act on as to when communities had to finalize their budgets. Ari is on top of all the state statutes and regulations and, importantly, he reached out to CFOs in other municipalities to ensure the legislation would be beneficial across the board. The end result was that we succeeded in getting language in two or three bills that let municipalities start the fiscal year without a yearlong spending plan in place. It was highly beneficial to communities and Ari was instrumental in bringing it to fruition.
- New Bedford is a city with financial challenges and Ari has managed the budget process well there to keep the city solvent.
- He is involved in everything related to finance and beyond. He oversees annual budgets totaling more than \$400 million as well as multiple departments, such as Treasury, Purchasing, Auditing, MIS, and Assessing. He determined what can and cannot be afforded in collective bargaining and how to fund contracts.
- Ari's efforts resulted in the elevation of New Bedford's bond rating to the highest it has been in more than four decades. This has saved the city considerable money in interest costs.
- Ari implemented a number of incentive programs that facilitated economic growth in the city.
- He is an intelligent and experienced municipal manager who has brought professionalism to the office and is the city's first dedicated CFO.
- He successfully reorganized a number of departments including code enforcement, public works, human resources, and finance with a real focus on customer service, efficiency, and effectiveness.



- Ari is extremely skilled at all things financial, including analysis, long-range planning, and strategic planning.
- He possesses exceptional technical competency in finance law and municipal administration.
- Ari is as an excellent communicator who always ensures that the mayor, City Council, and other city employees are aware of emerging issues.
- He is a skillful manager and treats the employees he supervises with fairness and respect. At the same time, he addresses problems head-on and is not afraid to have difficult conversations when warranted.
- He asks the tough questions but is very professional and easy to work with.
- Ari is savvy and a good communicator of facts and ideas in a politically active city with a Mayor-Council form of government.
- He knows how to be successful as part of the senior staff working with other department heads. He is a leader, who others look to for advice and coaching.
- He is quite skilled in working with the City Council, both as a group and as individuals.
- One reference stated, “Ari Sky is a transformational figure for City of New Bedford.”
- Ari is a true leader who has successfully transformed the city departments under his purview and has created structures and systems that will serve the city well long into the future. He has brought fresh ideas to New Bedford.
- Ari strongly believes in the importance of local government and the positive role that professional staff has in making it effective and respected.
- He is committed to the profession and holds high ethical standards and practices. He works hard and produces excellent work products.
- Ari is able to bring people together to find regional solutions that benefit all involved. He brings out the best in other people and is a consensus builder.
- He is creative in finding solutions to problems and works well with other cities and towns on common problems. “He’s a believer in local government.”
- Ari has been asked to serve on the MMA Fiscal Policy Committee to help advise staff and the Board of Directors on budget and finance policy matters; the MMA has highly valued his contributions.
- The MMA staff talks to him regularly as municipal finance matters arise and an expert opinion is needed. His connection to the Government Finance Officers Association (GFOA) makes him a great resource. He has a wide range of contacts he can draw on for ideas and advice.
- Ari loves municipal government and approaches his job with enthusiasm and zeal. This attitude creates a positive and productive atmosphere in all the departments he leads.
- People enjoy working for and working with Ari. He is supportive of staff and works to help them succeed as individuals and as a team.
- Ari is calm, approachable, and easy to work with. He’s a good guy, he’s solid, and he “gets it”.

