

Jennifer Callahan
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November 6, 2021

Nicholas Adamopoulos, Search Committee Chair
350 Main Street, Town Hall
Webster, MA 01570

Dear Mr. Adamopoulos:

I am submitting the attached resume for the recently advertised Webster Town Administrator position. My twenty-six 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. I consider myself a public service professional who serves as both a catalyst and advocate for dynamic change in communities that require an administrative leader to help guide diverse interests to create lasting positive results.

My relationships working with local governments run deep. I love working with municipalities to solve complex issues. I have garnered solid expertise and creativity in securing resources for important public service and community development needs as a municipal administrator, manager and former elected official. Through hands-on management experience, I have demonstrated the financial skillset necessary to improve key performance indicators and the overall financial stability of a community.

I am very familiar with the Town of Webster. As the Town Manager in neighboring Oxford, I had the opportunity to collaborate with Administrator Willardson on shared regional priorities as well as work with Webster's current and former state officials. I have also worked to support the priorities of Webster Oxford Dudley Chamber of Commerce and previously worked in Webster as a public health practitioner at the former Southern Worcester County Visiting Nurses Association.

In terms of municipal experience, I currently serve as Oxford's first woman Town Manager and am a former Selectman, School Board Official and Town Administrator. In these positions, I have had the opportunity to serve as an elected leader, community advocate, Chief Administrative Officer and Chief Procurement Officer. As both a municipal Manager and Administrator, my leadership priorities have been to stabilize and improve government operations, implement financial management best practices, significantly increase overall reserves and identify new revenue sources. In Oxford, I have vigorously pursued regional-based services, renegotiated contracts, established new inter-municipal agreements and developed sound grant proposals resulting in over \$14.0 million in actual new outside funding assistance for essential infrastructure projects, technical assistance and capital planning needs.

As Town Manager, I have made professionalizing the existing workforce and implementing strategic staffing plans a priority to improve overall employee productivity and satisfaction. I also truly embrace an

“open door” policy for communicating with staff, boards, committees, departmental leaders and residents alike. Such a leadership approach allows me to provide support, address potential problems in a timely manner and to provide constructive feedback on a continual basis. I have had human resource responsibilities in various settings. I have also represented and managed the interests of individuals and groups through grievance procedures, contract negotiations, labor management meetings, arbitration, workplace complaints and alleged discrimination cases.

As both a town manager and administrator, I have made improving municipal school relations a top priority. I have always had very cooperative relations with district and regional superintendents 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 terms of 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 have also worked to support the priorities of Webster Oxford Dudley Chamber of Commerce and serve on the Central Mass Regional Planning Commission’s Legislative Affairs Committee. Furthermore, at UMass Medical Center, I worked as a Senior Performance Improvement Administrator, trained facilitator and strategic planning consultant using Total Quality Methods to improve public services and drive key results.

In addition to being a former elected municipal and school official, I have also had the honor of serving in the Massachusetts General Court for 8 years, coordinated 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. Furthermore, being a licensed health care professional enabled me to use a complementary skillset to help effectively manage a municipality through an unprecedented Pandemic.

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

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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
- ◆ Seasoned 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 Manager/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 \$46 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

Dissertation: *Ethnoviolence in higher education: Student perpetrators' perspectives on self, relationships, and morality*

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 \$18M in grants and secured \$14M 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 budget neutral positions for health

EXPERIENCE

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 \$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. Office of Inspector General: Certified in Public Contracting Finance & Mgt. Services.

Town of Millville, Millville, MA

2016-2018

Town Administrator

Successfully negotiated insurance claim & constructed off site modern Town Hall saving taxpayers \$1.6M; Over \$2.7M (*MassWorks, Complete Streets, PARC, 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.

EXPERIENCE

Town of Sutton, <i>Sutton, MA</i> Sutton Board of Selectmen; MMA	1999-2002
Town of Sutton, <i>Sutton, MA</i> Sutton School Committee; MASC; Fed Relations Network	1996-1999
Town of Sutton, <i>Sutton, MA</i> Long Range Planning Committee; CMRPC	1999-2002
UMass Memorial Healthcare, <i>Worcester, MA</i> <u>Senior Performance Improvement Administrator</u> 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.	1994-2000
UMass Graduate School of Nursing, <i>Worcester, MA</i> <u>Assistant Professor & Consultant</u> 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.	2002-Appointed
UMass Medical Center, <i>Worcester, MA</i> <u>Senior Medical Peer Review Coordinator</u> 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.	1993-1994
UMass Medical Center, <i>Worcester, MA</i> <u>Resource Nurse-Orthopedic Surgical Trauma Care</u> 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.	1988-1993
Southern Worcester County VNA, <i>Webster-Dudley, MA</i> <u>Maternal Child Health Manager</u> 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.	1986-1988

NONPROFIT

Holidays with Heart Hunger Relief, Sutton, MA

1994-2019

Founding Director

Coordinated 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 690 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

2016-2018; 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, Canva, VISIO and other software programs.

REFERENCES

Personal and professional references available upon request.