

RONALD S. SAN ANGELO

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November 5, 2021

Webster Search Committee
Town of Webster
350 Main St., Webster, MA 01570
Ta.screen@webster-ma.gov

Dear Screening Committee Members:

Your Town's need for a Town Administrator who can develop and execute short- and long-range goals that serve the needs of all stakeholders effectively is an excellent match with my qualifications. They include:

- Bachelor's degree in business administration with experience in day-to-day town management as a Town Administrator in Rutland and as a Manager for the town of Southbridge. Trained and certified Project Management Professional. (PMP)
- MCPPO Certified Massachusetts Purchasing Agent with extensive experience in developing Invitations to Bids and Request for Proposals.
- Successful track record in all areas of town administration including personnel relations, finance/budgeting and strategic planning, public safety, utilities, grant procurement, capital project planning, community and media relations, and more.
- Developing and managing relationships with the community, media and various constituencies, resulting in the achievement of municipal goals, collaboration and positive press. Excellent public speaking and presentation skills and a strong belief in an open and transparent government.
- Developing policies, procedures and programs as well as managing and executing, to successful completion, many special/complex projects that are highlighted on my resume.
- Supervision of 12+ direct reports and fostering teamwork and an empowering environment that has built employee trust in town management, improved morale significantly and enabled employees to perform at their best. Provide strong leadership in a team atmosphere to achieve consensus on important issues.
- Extensive knowledge of, and experience with collective bargaining. Negotiated contracts that have had support of both town leadership and employee bargaining units.

On my resume, you will find tangible examples of my leadership and achievements in fiscal planning, people management and economic development. An analytical problem solver, effective decision maker and skilled negotiator, my strengths include formulating and implementing strategies that have saved taxpayers money and averted tax increases.

I would welcome an interview to learn more about your town's needs and discuss how my skills can help Webster achieve its strategic goals.

Sincerely,

Ronald S. San Angelo

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QUALIFICATIONS FOR WEBSTER TOWN ADMINISTRATOR

25 YEARS OF TRANSFORMATIONAL LEADERSHIP EXPERIENCE IN TOWN AND STATE GOVERNMENT:

- **5 years as a Town Manager for Southbridge, Massachusetts, MCPPO Certified Massachusetts Purchasing Agent, Manage 130+ employees, and a \$58 million dollar budget.**
- **2 years as a Town Administrator for Hanson, Massachusetts, Certified Massachusetts Purchasing Agent, Manage 100+ employees, and a \$22 million dollar budget.**
- **4 years as Town Manager (Mayor) for the Borough of Naugatuck, CT: Managed 225 employees and an \$85 million budget.**
- **10 years as a State Legislator in the Connecticut State House of Representatives.**
- **4 years as Professional Project Manager at the request of the State Governor.**
- **8 years as a member of an Economic Development Corporation.**

Extensive knowledge of local and state government, budgeting processes, financial policy issues, and all aspects of managing a town, including economic development strategies, public safety matters, land use regulations, education policy and operations of an educational system, public personnel management and union relations.

In-depth understanding of the needs of the business community, taxpayer organizations, community groups, education system, media and citizens. Excel in building relationships and resolving conflicts, building consensus and gaining community support for town's agenda with the necessary leadership ability to make tough decisions and diffuse difficult situations before they become legal issues or require costly solutions. Change agent with demonstrated qualifications in cost vs. benefit analysis, reviewing existing processes and staff, prioritizing needs, and making sweeping changes when necessary.

Effective communicator, particularly in public speaking and media relations – interviewed extensively by state and local media (TV, radio, print

KEY STRENGTHS

LONG-RANGE PLANNING – BUDGETING / FISCAL MANAGEMENT – ECONOMIC DEVELOPMENT
CAPITAL PLANNING – PUBLIC & MEDIA RELATIONS – STAFF LEADERSHIP & MANAGEMENT
NEGOTIATION & CONSENSUS BUILDING – VENDOR & COMMUNITY RELATIONS – LABOR RELATIONS
GRANTS & OTHER FUNDING PROCUREMENT – PROJECT MANAGEMENT

TOWN OF RUTLAND, STATE OF MASSACHUSETTS
Town Administrator

10/2020- CURRENT

Scope: Population of 9,400. \$25 million budget. Supervise 80+ municipal employees.

Planned and directed the activities, operations, programs and services of the town government to ensure that operations and services complied with policies and direction set by the Board of Selectmen as well as with all applicable laws and regulations. Oversee all human resource matters, personnel rules and applicable laws.

Assess community and citizen needs. Work closely with the Board of Selectmen, various public, private and community organizations, and citizens groups to develop and implement programs that achieved town priorities, solved community problems and provide high-quality municipal services. Direct continuous improvement of systems, processes and performance measurement.

- **Finances: Significantly improved the town's overall financial position through improved management and control of spending.**
 - Worked with the Town's Finance Committee to reduce the reliance on Free Cash by over \$300,000 in the Operating Budget.
 - Applied for and was granted Two Community Compact Grants. One for developing a Facilities Management Plan and the other for developing a Pavement Management plan.
 - Negotiated Two Marijuana Host Agreements. One for Retail and one for Cultivation. Both of these agreements will bring new revenue to the Town.
 - Worked to negotiate a Purchase and Sale Agreement for a new 55+ Senior Housing project that will bring in substantial revenue to the town through sale of Town property and the generation of new tax revenue.
 - Developed numerous RFP's ITB's and RFQ's to insure that the Town got the best prices for all large Town purchases..

- **Facilities Management and Long-Term Capital Improvement Plan.**

- Provided leadership to develop Rutland's first Facilities Management Plan. This plan is being utilized to develop long term plans to upgrade and maintain town buildings.
- Developed a six year Capital Improvement Plan that included all town buildings and equipment that will allow the Board of Selectmen to understand the long-term needs of the community well into the future.

RESULTS: The town's budget position has improved significantly over the last year. Town services have been protected and improved despite budget cuts. Brought forward important capital improvement projects to improve the Town's physical assets long into the future. Approved by the Board of Selectmen, Finance Committee, and the Capital Improvement Committee.

TOWN OF SOUTHBRIDGE, STATE OF MASSACHUSETTS
Town Manager

7/2015- 2020

Scope: Population of 16,719. \$58 million budget. Supervise 130+ municipal employees.

Planned and directed the activities, operations, programs and services of the town government to ensure that operations and services complied with policies and direction set by the Town Council, as well as with all applicable laws and regulations. Collaborate with the Town Council to develop multiple annual budgets and capital improvement plans.

Oversee all human resource matters, personnel rules and applicable laws. Assess community and citizen needs. Work closely with the Town Council, various public, private and community organizations, and citizens groups to develop and implement programs that achieved town priorities, solved community problems and provide high-quality municipal services. Direct continuous improvement of systems, processes and performance measurement.

Served on the Massachusetts Municipal Associations Personnel and Labor Relations Policy Committee and as Chairman of MORE which is an organization of Town Managers and Town Administrators who work with the Central Massachusetts Regional Planning Commission.

- **Finances: Significantly improved the town's overall financial position through improved management and control of spending.**

- \$58 million dollar budget passed unanimously by Town Council as proposed by Town Manager without changes. The budget was reviewed and approved by five separate Town Council subcommittees.
- Reduced town's reliance on short term revenues in the town's annual operating budget by \$1,770,000 in two years. \$850,000 of Free Cash and \$920,000 of Landfill Royalties. This protected the town from reducing staff or decreasing town services as the town landfill prepares for closure and the town will lose significant landfill revenues.
- Significantly increased Certified Free Cash. This allowed the town to fund numerous capital improvement projects that benefited the citizens of Southbridge without borrowing funds.
- Reduced potential liability by \$12 million dollars to the town of Southbridge by negotiating an Administrative Consent Order with the Massachusetts Department of Environmental Protection and Casella Waste Systems. This

- resulted in a grant of \$5 million dollars from DEP and a debt service payment of \$5 million dollars by Casella Waste Systems to build a water line from Southbridge, Massachusetts to Charlton, Massachusetts.
- Added \$580,000 to the Town Stabilization fund in two years.
- Applied for and received numerous state grants including four from the Governors Community Compact and a Green Communities grant of \$200,000.

- **Facilities Management and Long-Term Capital Improvement Plan.**

- Provided leadership to develop Southbridge's first Facilities Management Plan. This plan is being utilized to develop long term plans to upgrade and maintain town buildings.
- Worked with the Town's Economic Development Director to make Southbridge a Green Community. The town will receive \$200,000 in state grant funds to improve energy efficiency in town buildings. We were also very proud to have received grants to purchase our first electric car and battery recharging stations.
- Developed a six year Capital Improvement Plan that included all town buildings and equipment that will allow the Town Council to understand the long-term needs of the community well into the future.
- Worked with local utility to implement new LCD energy efficient lighting in all town buildings that will reduce long term energy costs and improve the working atmosphere of the buildings.

RESULTS: *The town's budget position has improved tremendously over the last two years. Town services have been protected and improved despite lean budgets. Improved Facility Management that will result in protecting the town's physical assets long into the future.*

TOWN OF HANSON, STATE OF MASSACHUSETTS

7/2013 – 7/2015

Town Administrator

Scope: Population of 10,366 Town Meeting form of government. \$22 million budget. Supervised 100+ municipal employees through 12 direct reports.

Planned and directed the activities, operations, programs and services of the town government to ensure that operations and services complied with policies and direction set by the Board of Selectmen, as well as with all applicable laws and regulations. Collaborated with the Board of Selectmen to develop multiple annual budgets and capital improvement plans.

Oversaw all human resource matters, personnel rules and applicable laws. Assessed community and citizen needs. Worked closely with the Board of Selectmen, various public, private and community organizations, and citizens groups to develop and implement programs that achieved Town priorities, solved community problems and provided high-quality municipal services. Directed continuous improvement of systems, processes and performance measurement.

- **Finances: Improved Tax Collection and Reduction of Expenses.**

- Provided leadership to collect over \$500,000 in back taxes by enforcing Town Bylaws and through the creation of a hearing process that required all developers to pay all back taxes before getting new building permits.
- Significantly increased Certified Free Cash. This allowed the town to fund numerous capital improvement projects that benefit the citizens of Hanson. These funds were attained through increased tax collection and sound budgeting processes.
- Developed and implemented a plan to upgrade the towns transfer station that included the initiation of a new successful Pay as You Throw Program. Created a new Enterprise Fund that reduced town expenses by \$200,000.

- **Facilities Management.**

- Provided leadership to develop Hanson's first Facilities Management Plan. This plan is being utilized to develop long term plans to upgrade and maintain town buildings.
- Provided the necessary leadership to renovate our historical Town Hall. This project included repairing and replacing all wood trim and the painting of both the interior and exterior of the building. Developed all Invitation to Bids.
- Replaced all windows in the towns Senior Center, Library, and Auxiliary Fire Station.
- Worked with local utility to implement new energy efficient lighting in the Town Hall, Police Department, Senior Center, and Library that will reduce long term energy costs and improve the atmosphere of the buildings.

RESULTS: *Improved services to the citizens of Hanson, Quality Facility Management, and Open and Transparent Government.*

PROGRAM AND PROJECT MANAGEMENT EXPERIENCE

CGI - INFORMATION TECHNOLOGY AND BUSINESS PROCESS - Andover Mass.

2011 – 7/2013

Sr. Technology Project Manager

Managing projects at Cigna Insurance Company. Trained in Cigna's Project Management Methodology. .

Successfully completed numerous projects. Led multiple projects while working closely with internal divisions and vendors to gather requirements, design solutions, and keep projects/programs on schedule, within budget and meeting specifications while adhering to Cigna's Development Methodology.

MUNICIPAL & STATE GOVERNMENT EXPERIENCE

CONNECTICUT DEPARTMENT OF INFORMATION TECHNOLOGY - East Hartford, CT

2007 – 6/2011

Project Manager / Manager, Small Agency Program

Selected by Connecticut's governor to lead technology initiatives across several government agencies. Managed multiple projects working closely with State agencies and vendors to keep projects/programs on schedule, within budget and meeting specifications while adhering to the State's System Development Methodology (SDM). Controlled project budgets averaging \$500,000 each and led project teams of 13 to 20 internal and external resources. Managed relationship between Department of Information Technology and 40+ State agencies. Evaluated, selected, managed and negotiated with vendors.

- **Overcame employees' initial resistance to change and gained buy-in and support to successfully implement projects that reduced costs by millions of dollars,** increased productivity and improved customer services. Example: End-to-end implementation of an automated interpreter scheduling system for Commission on the Deaf and Hearing Impaired.
- **Took charge of administration of the State's newly implemented E-Licensing Enterprise System** initially used by only two agencies. Managed the addition of four agencies to the system – a \$700,000 project in 4 phases.

TOWN OF NAUGATUCK, STATE OF CONNECTICUT - Naugatuck, CT

2003 – 2007

Town Manager (Mayor)

Scope: Population of 32,000. \$85 million budget. Supervised 200+ municipal employees through 20 direct reports.

Memberships included: Board of Mayor and Burgesses; Naugatuck Economic Development Corporation; Board of Finance; Police Commission; Fire Commission; Board of Education.

Planned and directed the activities, operations, programs and services of the Town government to ensure that operations and services complied with policies and direction set by the Mayor and Board Burgesses, as well as with all applicable laws and regulations. Collaborated with Town management team and Board to develop annual budget, capital improvement plan, economic development plan, and other short- and long-range plans.

Oversaw all human resource matters in accordance with the Town Charter, personnel rules and applicable laws. Assessed community and citizen needs. Worked closely with the Board, various public, private and community organizations, and citizens groups to develop and implement programs that achieved Town priorities, solved community problems and provided high-quality municipal services. Directed continuous improvement of systems, processes and performance measurement.

- **Economic development: Transformed Borough's image from a decaying factory town to a growing, vibrant community where business owners and citizens see a bright future.**
 - Established the Downtown Merchants Association; attracted several movie productions that brought in millions of dollars in revenue to local businesses by creating activities/events to generate public interest locally.
 - Led project team comprised of town officials, top business leaders and a major developer to create a \$700 million development agreement and long-term plan for downtown revitalization. Remain involved with project oversight as a member of the Naugatuck EDC.
- **Finances: Saved taxpayers over \$700,000 per year and averted a 20% tax increase.**
 - Saved \$325,000 annually by negotiating with unions on concessions such as pay freezes and healthcare cost sharing.
 - Avoided \$100,000 in legal fees through union negotiations without need for arbitration and reduced employee grievances to nearly zero.
 - Resolved \$45 million under funding of pension plans. Bonded the deficit and fully funded the retirement account.
 - Developed a sound long-term capital plan that was approved by citizens and bonded.

- Repaired contentious relationship between Board of Mayor and Burgesses and Board of Education, resulting in increased education funding and a greater focus on providing students with an exemplary education.
- **People: Restored employee trust in town management and greatly improved employee morale.**
 - Initiated and staffed a professional human resources department, saving hundreds of thousands of dollars in legal fees.
 - Developed strong relationship with all six union bargaining units, which was instrumental in achieving Town's goals.
 - Hired a well-respected Chief of Police who dramatically improved department morale and reputation.

RESULTS: Brought together the Board of Mayor and Burgesses (Town Council), businesses, unions and citizens to overcome critical challenges regarding financing, infrastructure, education, and community and employee relations:

EDUCATION / CERTIFICATION / MEMBERSHIPS

Bachelor of Science, Business Administration (1986) – Central Connecticut State University – New Britain, CT
Certified Project Management Professional (PMP) – Project Management Institute
MCPPO Certified Purchasing Agent – State of Massachusetts

Current Memberships: Worcester Regional Transit Authority Board,
Chairman Central Massachusetts Managers and Administrators Group (MORE)