

BOARD OF SELECTMEN
Edward H. Dlott Meeting Room
AGENDA
February 15, 2018
5:30 PM

Public Interviews of Final Candidates for Position of Town
Administrator Will Begin at 6:00 PM

CITIZEN'S CONCERNS

DISCUSSION AND DECISION

1. 5:30 p.m.-----Finalize Interview Process

APPOINTMENTS

2. 6:00 p.m.-----William D. Chenard
3. 7:00 p.m.-----Melissa A. Malone
4. 8:00 p.m.-----Michael Walters Young

ITEM TITLE: 5:30 p.m.-----Finalize Interview Process

ITEM SUMMARY:

ITEM TITLE: 6:00 p.m.-----William D. Chenard

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Resume	2/13/2018	Cover Memo

William D. Chenard

7 Stillman Circle
Natick, MA 01760
chenard@msn.com

617-893-0144 (Cell)
508-647-6404 (Office)
508-820-1738 (Home)

Town of Natick
Acting Town Administrator
chenard@natickma.org

December 24, 2017

Natick, MA - Town Manager Search
Community Paradigm Associates, LLC
One Saddleback, Plymouth, MA 02360

Dear Members of the Screening Committee:

Please accept this letter and attached resume as my application for the Town Administrator Position. Given my related experience and knowledge of municipal operations I would appreciate your consideration for this position.

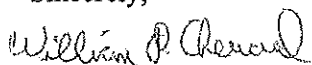
I have a very unique work experience rarely seen in municipal government. I have a strong history of success serving in several municipal management positions including; Acting Town Administrator, Deputy Town Administrator, Public Works Director, Business Manager, Director of Assessing, Interim Facilities Management Director, and Interim Procurement Manager. I prepare the Operating and Capital Budgets, manage the Five Year Capital Plan, and serve as a member Town's collective bargaining team.

I have a strong working knowledge of the software programs currently used by many municipal organizations. I also have detailed knowledge of the database programs that support these programs (Oracle, MsSQL, and Informix). This knowledge gives me a unique ability to prepare reports and query the databases for information. This saves time and employee frustration dealing with data administration.

In addition to my computer knowledge and operational experience, I have a strong knowledge of the municipal finance process from initial budgeting and reporting (Bureau of Accounts' schedules and recapitulation forms) through the year end reporting and final audit process.

I have a vision for the Town that brings together the incredible resources available from citizen volunteers and staff. I am excited about the potential of being Natick's next Town Administrator and would appreciate the opportunity to further discuss my education and experience. I can be contacted at any of the phone numbers or email addresses contained in the header of this document.

Sincerely,



William D. Chenard

Submitted via email to Apply@communityparadigm.com

William D. Chenard

7 Stillman Circle
Natick, MA 01760
chenard@msn.com

617-893-0144 (Cell)
508-647-6404 (Office)
508-820-1738 (Home)

Town of Natick
Acting Town Administrator
chenard@natickma.org

Employment History

ACTING TOWN ADMINISTRATOR

Town of Natick, MA

December 2017

- ▶ Responsible for the daily operations of the Town, including the supervision, direction and efficient administration of all functions designated by the charter and by-laws.
- ▶ Successfully completed negotiations with the Massachusetts Department of Conservation and Recreation for the use of Camp Arrowhead.
- ▶ Completed Performance Evaluations for Personnel Board Staff.
- ▶ Re-opened union negotiations with a goal of settling without arbitration avoiding additional cost for both the Town and the Union.
- ▶ Re-emphasized the importance of communication and the team approach with Department Heads and staff.

DEPUTY TOWN ADMINISTRATOR

Town of Natick, MA

2013 – 2017

- ▶ Member of the Town's executive management team.
 - Responsible for preparing and implementing the Town's annual operating budget (\$154.6 million).
 - Strong Financial Management Skills – Natick maintains a Standard & Poor's rating of AAA.
 - Manages the Town's Five Year Capital Plan (\$243 million) and Annual Capital Budget (\$37.1 million).
 - Manages the Debt Program (\$75.4 million General Fund, \$14.9 million Water – Sewer, \$1.3 million Golf Course).
 - Direct Reports include; the Information Technology Director, the Sustainability Coordinator, the Director of Public Works, the Procurement Manager, and the Facilities Manager.
 - Successfully negotiated several three year collective bargaining agreements as a member of the collective bargaining team.
 - Shepherded several Information Technology upgrades including; Software conversions (Univers, DPW Payroll Management, and Point Software), hardware upgrades (Dell Servers, Hewlett Packard switches, Extreme routers and switches, iPad and android tablets).
 - Responsible for calculating the annual water and sewer rates for recommendation to the Board of Selectmen.

DIRECTOR OF PUBLIC WORKS

Town of Natick, MA

2010 – 2013

- ▶ One of the first Massachusetts Communities to transition to LED Streetlights saving over \$96,000 annually
- ▶ Completed several cost benefit analyses (cleaning services, vehicle maintenance, mowing services, trash and recycling curbside pickup) resulting in program changes that saved the Town millions. These changes were accomplished without cutting services.

- Managed the daily operations of the Public Works Divisions; Highway, Sanitation, Recycling, Land Facilities and Natural Resources, Engineering, Water, Sewer, Fleet Maintenance, Municipal Energy, and Administration.
- Developed and maintains a financial model to calculate water and sewer rates. The model is still in use today.
- Implemented and automated the DPW payroll eliminating calculation errors.
- Reorganized the department resulting in efficiency gains and cost savings

BUSINESS MANAGER

Town of Natick, MA

2007 – 2010

- Developed, implemented, and managed the Department's budget.
- Presented the budget and capital plan to the Board of Selectmen and Finance Committee.
- Upgraded the Departments Information Technology systems
- Developed and implemented database programs for managing common municipal functions. These processes were automated with direct links to several municipal management databases. Water Sewer abatement processing, purchase order processing, and budget status reporting are examples. Betterment payoff management is another. This program allows for automated payoff calculations eliminating key punch and calculation errors.

COMMERCIAL ASSESSOR

City of Newton, MA

2004 – 2007

- Converted the Assessing software from a legacy system to a modern Oracle Database driven software package
- Upgraded policies and procedures for several department functions.

DIRECTOR OF ASSESSING

1995 – 2004

Town of Natick, MA

- Completed a reorganization of the Assessing Operations from a volunteer based program to a professional staff.
- Upgraded the Computer Assisted Mass Appraisal (CAMA) software from a mainframe package to an Open Database Connectivity (ODBC) Windows based software.
- Designed and currently maintains the Town's online property database system.

PROJECT SUPERVISOR /REVAULATION SPECIALIST

Tyler Technologies Cole Layer Trumble Division

1992 – 1995

- Completed software installation projects for communities from Maine to New York.
- Supervised property revaluation projects throughout the New England

UNITED STATES AIR FORCE

1985 – 1992

- Served as an Aircrew member on the KC-135. Progressed from Navigator to Flight Instructor, to Flight Evaluator performing certification check rides for Aircrew Members.
- Decorated Veteran - received the Air Medal with clusters and other medals for operations during Operation Desert Storm.

Education - Degrees and Certificates

Certificate in Local Government Leadership & Management 2012
Suffolk University, Moakley Center for Public Management
Massachusetts Municipal Association

Graduate - Squadron Officers School 1989
United States Air Force Air University
A graduate level program designed to prepare young officers for management and leadership positions. The core program focuses on leadership, reasoning, and team building.

Bachelor's Degree University of Maine 1985

Education - Specialty

Oracle Database Systems Administration
Oracle Certification Program

Massachusetts Certified Public Purchasing Official - Public Contracting
Commonwealth of Massachusetts Office of the Inspector General
Scored 100% on course exam

Tax Recapitulation Preparation Workshop
Massachusetts Department of Revenue, Bureau of Accounts

Massachusetts Certified Public Purchasing Official - Design and Construction Contracting
Commonwealth of Massachusetts Office of the Inspector General
Scored 100% on course exam

Massachusetts Certified Public Purchasing Official - Supplies and Services Contracting
Commonwealth of Massachusetts Office of the Inspector General
Scored 100% on course exam

Income Approach to Valuation
International Association of Assessing Officers
Scored 100% on the course exam

Massachusetts Assessment Administration and Law Procedures
Massachusetts Department of Revenue

Income Approach Capitalization Workshop
Middlesex County Assessors Association

Uniform Standards of Professional Appraisal Practice (USPAP)
Middlesex County Association of Assessing Officers – Anthony R Trudella

Fundamentals of Real Property Appraisal
International Association of Assessing Officers
Scored 100% on the course exam

Introduction to Arcview Geographic Information Systems
Environmental Systems Research Institute

Technology Updates in GIS and Mapping Software Seminar
Environmental Systems Research Institute

Numerous other software, database management courses and seminars.

Professional Memberships

International City/County Management
Association

Government Finance Officers Association

Massachusetts Municipal Management
Association

American Public Works Association

Massachusetts Association of Assessing
Officers

Metrowest Municipal Managers Group

References

Patrick Hayes
Chair, Natick Finance Committee
apatrickhayes2010@hotmail.com
508-333-4994 (cell)

Dr. Peter Sanchioni
Superintendent, Natick Public Schools
pesanchioni@natickps.org
508-647-6490

ITEM TITLE: 7:00 p.m.-----Melissa A. Malone

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Curriculum Vitae	2/13/2018	Cover Memo

Melissa A. Malone
13 Bullock Avenue
Barrington, Rhode Island 02806
401.374.4926
malone57@msn.com

December 28, 2017

Via Email

Bernard Lynch
Community Paradigm Associates, LLC
Natick Town Administrator Search
One Saddleback
Plymouth, MA 02360

Re: Town Manager

Dear Mr. Lynch:

I am writing to be considered for the position of Town Manager for the Town of Natick. To ensure that Natick maintains its sense of community while building for the future, the next manager must be a visionary leader with intimate knowledge of municipal issues and the proven talent to forge relationships among various stakeholders, town departments, and within the Commonwealth. Possessing these qualities, I welcome the opportunity to help Natick continue to exist as a sustainable and flourishing community for years to come.

With executive management, legal, and municipal affairs experience, I can help the Natick community pragmatically build for the future. As the chief operating officer for the City of Providence, I oversee all aspects of administration including: financial; human resources; and policy initiatives. While different in size and scope, municipalities across America face similar challenges meeting the demands of the present while planning for tomorrow. Families and individuals want to live in communities with high-performing schools, where businesses thrive, and there is a sense of shared values and communal space. In leading Providence's capital improvement plan I have excelled – collaborating with stakeholders and ensuring that 130 discrete projects are financial stable and on time for completion. My expertise will help ensure Natick 2030 guides the town's capital improvements and remains part of the community discussion.

Furthermore my extensive knowledge of municipal finances; developed initially through my roles as Deputy Treasurer and General Counsel for the Rhode Island General Treasurer and as Municipal Finance Counsel for the State of Rhode, has allowed me to benefit the City of Providence and its citizens. For example, recently my analysis of the city's debt service allowed us to structure a transaction whereby the city saved 1.6 million dollars in debt service payments. My familiarity with municipal financing and bonds, combined with my first-hand experience assisting a state appointed receiver of a local district will directly benefit the Town of Natick's residents and businesses.

Moreover, I am energetic, possess proven aptitude, and a willingness to learn. In my time at the city, I have worked to develop strong working relationships with the city council members, allowing the administration to work alongside our sister branch of government to craft a shared pension report that will outline historically significant issues and feasible steps to address legacy costs. Natick needs a person willing to take the time to listen to interested parties, constituents, and weave together a comprehensive manageable plan to continue to move it forward.

Lastly, Natick will benefit from a trusted negotiator and someone who understands labor and other high-valued services being provided to the town. With an extensive understanding of labor contracts, I can strategically tackle the issue of negotiations of all 9 labor contracts in an organized and productive manner, minimizing strife while creating a financial plan given the tax base and anticipated growth. During my time as General Counsel to the General Treasurer, I independently negotiated a five year bank contract with a value well in excess of 10 billion dollars that removed liability from the State but also recognized the bank's concerns. The State of Rhode Island gained the most advantageous contract in its history with reduced exposure, while the bank maintained its role as the sovereign's primary financial institution. This proven negotiating ability demonstrates my skill set as an advocate that will inure to Natick.

Lastly, I have an appreciation for the past with an eye to the future - a positive sense of urgency and willingness to spend the time and the energy necessary to ensure strategic goals are met. The Town of Natick like other municipalities must live in the present and look beyond the immediate. This means planning for school construction while balancing other budget needs, and understanding the interplay between retired debt and new issuances, and reasonable projected natural tax base growth. With unknowns regarding municipal aid, needed capital improvements and expansion, and evolving technology, now is the time to design comprehensive pragmatic options. I am the town manager who possesses the knowledge and personality that Natick needs for today and tomorrow.

For your convenience and review, I have attached a copy of my *curriculum vitae*. Thank you in advance for your consideration of my application. I very much look forward to speaking with you again.

Very truly yours,

/s/ Melissa A. Malone

/MAM

Enclosure

Melissa A. Malone, Esq.

13 Bullock Avenue
Barrington, Rhode Island 02806
401.374.4926
malone57@msn.com

EXECUTIVE PROFILE

Tenured and dedicated municipal leader accustomed to handling complex matters and working with diverse individuals and various constituents. Proven high performing team contributor skilled at accomplishing objectives while mitigating risks and gaining required buy-in from internal and external partners. Adept at handling challenges that arise with extraordinary tact and finesse and working under tight time constraints.

CAREER SYNOPSIS

CITY OF PROVIDENCE

Chief Operating Officer

August 2017- Present

Responsible for management and fiscal oversight of all city departments and operations. Point of contact for union leaders, city council members, state officials, local higher education and healthcare institutions, and community members.

- Management and oversight of approximately \$498M (city) and \$338M (school) budgets.
- Portfolio also includes: assessment and negotiations of tax stabilization agreements; payments in lieu of taxes from local non-profits; state monetary aid and local infrastructure needs; union contracts; city assets; leases; and management of healthcare cost for self-insured city.
- Collaboration with financial advisors, state education, and quasi-state agencies to assist with capital planning initiatives.
- Oversight of all bond financing and authorization and 48 million dollar capital improvement plan ensuring quality, on-time, and on-budget progress.
- Developing a sustainable plan to address legacy liabilities, inclusive of post-employment benefits costs with various stakeholders.

M₂ CONSULTING

Founder

May 2016 - Present

Successfully launched and maintain strategic consulting firm dedicated to assisting organizations, municipalities, executives, and trustees create and build momentum for growth opportunities.

- Providing forward thinking services allowing entities to live in the present while thoughtfully planning for the future.
- Services include: contract analysis; project and compliance management; strategic planning, design, and evaluation; data curation and analysis; policy creation and drafting; litigation management; liability assessments; implementation of corrective actions; and interim executive management.
- Clients include municipalities and non-profits seeking various short and long term objectives.

Melissa A. Malone, Esq.

STATE OF RHODE ISLAND

Municipal Finance Counsel

January 2015 - April 2016

Governor's liaison to the Division of Municipal Finance focusing on distressed communities and fire districts, municipal directives, pensions, health care benefits, and related litigation.

- Key team member involved in State Receiver's oversight efforts of a fiscally challenged municipality.
- Selected to lead a statewide governance policy initiative to improve the Department of Administration's internal support and guidance to various departments.

General Counsel/Deputy Treasurer

May 2013 - December 2014

As a key decision maker oversaw various aspects of the Office of the General Treasurer: unclaimed property; cash management; retirement; and crime victims' compensation program. Treasurer's designated representative for the State of Rhode Island Retirement Board's committees, Pension Study Commission, and state bond issuances.

- Successfully and independently negotiated the State of Rhode Island's primary banking contract for accounts in excess of 7 billion dollars.
- Chaired the Rhode Island Refunding Bond Authority in a unique savings opportunity that restructured the State's liabilities utilizing zero coupon bonds.
- Lead counsel for matters concerning human resources and progressive discipline. Prevailing in all grievances filed during the term. Rebutted two complaints filed by individuals with the Rhode Island Human Rights Commission.

Assistant Director of Member Services

January 2011 - May 2013

Supervised staff members responsible for providing responses and benefit estimates to retirement system members and participating employers. Created and implemented various policy initiatives.

- A key drafter for pension reform legislation enacted into law in November 2011.
- Managed the disability retirement initiative, reviewed and analyzed data, discovered anomalies, recommended and oversaw retained auditors.
- Provided multiple presentations to the Retirement Board regarding disability pension data and trends.

BARTON & GILMAN, LLP, Providence, Rhode Island & Boston, Massachusetts

Litigation Associate

August 2005 - December 2010

Along with partners actively managed various cases, and worked to ensure clients' objectives were met within approved litigation budgets. Developed litigation strategies and completed discovery, conducted depositions, and participated in status, settlement, and pretrial conferences in federal and state courts. Represented a broad range of individual and corporate clients in various matters including: employment/discrimination; healthcare; insurance; product liability; and real estate.

- Served as counsel in a complex real estate controversy with alleged damages in excess of 10 million dollars.
- Local counsel in multi-million dollar coverage disputes in federal court.
- Drafted numerous dispositive motions that were granted by the Superior Court and ultimately upheld by the Rhode Island Supreme Court.

Melissa A. Malone, Esq.

OTHER EMPLOYMENT

GILLIS & BIKOFSKY, P.C., Newton, MA

June 2004 – May 2005, Legal clerk

CONNECTICUT ATTORNEY GENERAL'S OFFICE, Hartford, CT

Summer 2003, Summer Legal Clerk

FIDELITY INVESTMENTS, Smithfield, RI

2000 – 2002, High Net Worth Operations Investment Representative

EDUCATION

UNIVERSITY OF CONNECTICUT SCHOOL OF LAW, Hartford, CT

Juris Doctorate, May 2005

Honors and Activities: Dean's Scholarship Recipient

University of Connecticut School of Law Tax Clinic

University of Connecticut School of Law Asylum and Human Rights Clinic

Connecticut Urban Legal Initiative, Inc.

Public Interest Law Journal, Senior Executive Editor

Moot Court Board member

TRINITY COLLEGE, Hartford, CT

Bachelor of Arts, Philosophy and Religious Studies, May 1999

Honors: Graduated with Honors

Senior Thesis Honors

UNIVERSITY OF EDINBURGH, Edinburgh, Scotland

Academic Year 1997 - 1998

BAR ADMISSIONS

State of Rhode Island and Providence Plantations

United States District Court for the District of Rhode Island

United States Bankruptcy Court for Rhode Island

Commonwealth of Massachusetts (currently inactive)

United States District Court for the District of Massachusetts (currently inactive)

Melissa A. Malone, Esq.

VOLUNTEER INVOLVEMENT, PUBLIC APPOINTMENT, & PRIOR LICENSES

Ocean State Montessori Board Member (2015- Present)
Barrington Youth Soccer Coach (Fall 2015, 2016)
Providence Public School Board Member (2009- 2011)
Series 7 & 63 (2000-2002)

ITEM TITLE: 8:00 p.m.-----Michael Walters Young

ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Resume	2/13/2018	Cover Memo

Michael Walters Young

546 Tall Trees Lane • Nashville, TN 37209

Phone: 785-550-5644 • E-mail: kucimat@yahoo.com

LinkedIn: <http://www.linkedin.com/in/michaelwaltersyoung>

December 20, 2017

Natick Town Administrator Search
Community Paradigm Associates, LLC
One Saddleback, Plymouth, MA 02360

To the Natick Town Administrator Search Committee,

I am pleased to submit my resume and portfolio of work for the position of Town Administrator of Natick, Massachusetts. I am confident that I am the best candidate for this position as only I have the combination of intimate knowledge of the Town of Natick, external experience in unifying diverse interests through strategic planning, financial management and innovation, and a proven track record of building and sustaining great American communities through hard work, spirited leadership and management, and common sense.

For over two decades I have worked in local government and my experience continues to affirm my faith that the best way to serve the public is through being a local government professional. Throughout my travels and appointments in Kansas, Massachusetts and Tennessee, I have assisted communities with very divergent missions and interests in developing and implementing a common vision of financial management. In doing so I have worked with elected and appointed officials, department heads, citizens and corporate partners in producing balanced budgets and managing finances so that services were delivered as efficiently as possible.

I am a Certified Municipal Finance Officer in the State of Tennessee and also a former member of the American Institute of Certified Planners. My shared experience in planning, finance and human resources gives me qualities which are essential in the efficient management and balancing of interests and opinions of such a complex and demanding municipal organization such as the Town of Natick.

As your Deputy Town Administrator and Finance Director I, and the Town Administrator, were successful during difficult economic times. Our strategy was a deliberate, sustained and pragmatic reconstruction of the Town's financial infrastructure. I was responsible for the creation and management of the annual operating and capital budgets totaling over \$130,000,000 and nearly 1,000 FTE employees. I was also responsible for leading the Finance team in doubling the Town's reserves, upgrading and then maintaining our AAA

credit rating (from Standard & Poor's), strengthening our financial policies and overall operations – all without laying off any employees during the most recent recession.

Looking back in my tenure in Natick we collectively achieved so much, whether it be the Debt Exclusion for Natick High & the Community Senior Center, evaluating numerous Town services and initiating three departmental consolidation efforts (Facilities Management, Community Services, and Finance), successfully settling two sets of labor agreements, renegotiating franchise agreements, creating a plan to stabilize Sassamon Trace financially, or implementing the current structure of budgeting, capital planning and resource allocation, just to name a few. I am proud of all this, and yet the most important thing I remember accomplishing was earnest, fruitful debate at committees and Town Meeting's affirmation of the hard work we all did to build and sustain Natick.

In the City of Franklin, Tennessee, I have had a positive and profound impact in the development of the City's analytical, budgeting and financial systems. Taking the practices I put into place in Natick, I have overhauled the budgeting process to add transparency and a clearer understanding of how the City spends its resources. I have integrated the City's strategic plan, **FranklinForward** into daily operations, into the budget process and into our efforts to bring open data to the community through the City's first open performance website.

Here in Franklin, I have also spearheaded efforts to prepare the City for the advent of "Big Data" through the creation of a Data Analytics Team. This has involved assisting the Assistant City Administrator/Finance Director and the City Administrator in accomplishing the passage of *Invest Franklin* – the largest property tax increase for operations and infrastructure in nearly 30 years – and one which will provide much needed resources for transportation and infrastructure development. Most recently, I was team lead in completing the National Citizens Survey, for which the City won a **Voice of the People Award** for 2017 as the best City in America for Education and Enrichment Opportunities. All this work has greatly enhanced the City's civic engagement efforts and complimented the work of other agencies making Franklin one of the best places to live in South and in the United States.

I have accomplished so much since I have left Natick, and I want to take my enthusiasm, my knowledge, and my experience back to Massachusetts.

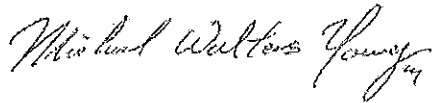
The opportunity to be your Town Manager is more than just a job for me, but a chance to return to a vocation in a place I deeply care about. In my six years as your Deputy Town Administrator, I made life-long friendships and made a considerable difference in a great American community. When I left Natick so that my wife could pursue her dream of getting a PhD, the number of people who genuinely thanked me for my service to Natick left me humbled and deeply grateful. She is now unbound by residency requirements as she finishes the final year of her PhD. With our first child on the way, we both want to come back to a community that has great schools, excellent values and never ending-spirit to raise our family.

I got my first job working for the City of Lawrence, Kansas over twenty years ago and earned a Master's Degree in Public Administration from the University of Kansas shortly after. At the University of Kansas, I learned the value of ethics, transparency, and clear and concise communications skills and have continued to live into and progressed these values wherever I have worked. I now apply to be your Town Administrator having gained substantial external experience in citizen engagement and transparency, innovation, and strategic planning. I pledge that the three hallmarks governing my daily conduct – ethics, hard work and transparency have remained steady since my time with you and I come back with more vision, enthusiasm, and experience than ever.

Please take a more in-depth look at my resume and financial tools on LinkedIn - <http://www.linkedin.com/in/michaelwaltersyoung>. I will contact you within 10 days of the close of this opening to review any questions you may have about my candidacy.

Thank you for your consideration and I look forward to the chance to come home to Natick.

Sincerely,

A handwritten signature in cursive script that reads "Michael Walters Young".

Michael Walters Young

Michael Walters Young

Community Builder. Community Sustainer.

 546 Tall Trees Lane, Nashville, TN 37209  785-550-5644  kucimat@yahoo.com
 <http://www.linkedin.com/in/michaelwaltersyoung>

SUMMARY

Passionate civil servant and senior professional manager with two decades experience in shaping, leading and sustaining communities of all complexities and sizes. Trained as a local government administrator. Experienced management professional well versed in intergovernmental relations & human resources. Desires to be a Town Administrator.

SPECIALITIES & SKILLS

Budgeting & Financial Planning	Land Use, Strategic & Transportation Planning
Citizen and Customer Involvement	Organizational Development & Culture
Community Engagement & Building	Personnel Management & Human Resources
Data & Analytics Systems Development	Technology & Application Development

WORK HISTORY

City of Franklin, Tennessee

Positions Held: Budget & Strategic Innovation Manager (July 2017-Present), Budget & Analytics Manager (January 2016-June 2017), Business Process Improvement Manager (June 2014-December 2015)



HISTORIC
FRANKLIN
TENNESSEE

Responsible for providing oversight of all budget, innovation and technological operations of the City. Chiefly responsible for directing, championing, and implementing the annual Budget of the City. Provides a variety of routine and complex analytical, administrative and technical work in the preparations, review and analysis of budgets and operations. Monitors programs, services, systems, policies and procedures in support of efficient and effective accomplishment of the work of the City. Responsible for establishing, implementing, and reinforcing a culture of innovation and collaboration throughout the organization.

Major accomplishments & projects as Budget & Strategic Innovation Manager include:

- Supervising production & implementation of FY 2018 & 2019 Operating Budgets & FY 2018-2027 Capital Improvement Plan
- Supervising five-year review of the City of Franklin's Strategic Plan, **FranklinForward**
- Developing City's first Long-Range Financial Model & Simple Improvement Tools for City departments
- Member – Standing Committee – Tennessee Municipal Benchmarking Project
- Team Lead for the City's receipt of a **2017 Voice of the People Award**

Major accomplishments while Budget & Analytics Manager included:

- Supervising production & implementation of FY 2017 Operating Budget (Received GFOA Distinguished Budget Presentation Award) & FY 2017-2026 Capital Improvement Plan
- Development of City's first Open Performance website – <https://performance.franklintn.gov/>
- Founder of City's Data Analytics Team
- Developed Five-Year Analytics Plan (FY 2016-2020)

Major accomplishments while Business Process Improvement Manager included:

- Supervised implementation and integration of the City of Franklin's Strategic Plan, **FranklinForward** into daily operations & annual budget process.
- Supervised production of FY 2016 Operating Budget (Received GFOA Distinguished Budget Presentation Award)

Local Government Consultant

February 2014-Present

Providing consulting expertise to municipalities nationwide on a variety of projects, including:

City of Spring Hill, Tennessee *(in partnership with Robert Half)*
Reconstruction & Creation of Budget

Assisting Assistant City Administrator/Finance Director in creation of modern budget document so that it functions as a communication device, an organization guide, a financial plan and a policy document. Work includes creation of stand-alone budget summary, and new line-item budget for both operating and capital components.

Town of Natick, Massachusetts

Joint Services Project between the Town of Natick and the U.S. Army Natick Soldiers Systems Center

Assisting both organizations to implement a shared refuse/recycling program and evaluate further opportunities to share services and strengthen connections between the U.S. Army and the Town of Natick.

Town of Natick, Massachusetts

Positions Held: Deputy Town Administrator/Finance Director (April 2012-February 2014), Deputy Town Administrator (March 2008-April 2012)

Responsible for oversight of all financial matters of the Town of Natick, MA while assisting the Town Administrator in the direction of Town affairs, including the planning, organizing, supervising and directing municipal staff. Became Finance Director in addition to Deputy Town Administrator in April 2012.



Major accomplishments while Deputy Town Administrator/Finance Director include:

- Oversaw reorganization of four departments (Assessing/ Collector/ Comptroller/ Treasurer) into unified Finance Department
- Part of team which maintained community's AAA/Stable rating (May 2012 - Standard & Poor's)
- Part of Town's Emergency Management Team; responsible for public communication during Hurricane Sandy
- Supervised production of FY 2014 & 2015 Operating Budgets
- Supervised production of FY 2014-2018 & 2015-2019 Capital Improvement Plans
- Refined Finance Department web presence

Major accomplishments while Deputy Town Administrator include:

- Upgraded and maintained Town's Credit Rating (from Standard & Poor's) at AAA status
- Part of Town's Emergency Management Team; responsible for public communication during Hurricane Irene
- Successful negotiation of 10-year Cable Franchise Licenses with Comcast & RCN
- Supervised Town's involvement and participation in United States-Pakistan Professional Partnership Program for Public Administration
- Developed Town's Financial Indicators
- Supervised production of FY 2010, 2011, 2012 and 2013 Operating Budgets; 2011 and 2013 budgets received GFOA Distinguished Budget Presentation Award
- Supervised production & presentation of FY 2009, 2010, 2011 & FY 2012 Water & Sewer Rates
- Supervised production of FY 2010-2014, 2011-2015, 2012-2016, 2013-2017 Capital Improvement Plans
- Responsible for comprehensive analysis on Town's Emergency Management Services and decision whether or not to privatize.

Town of Lexington, Massachusetts

Positions Held: Budget Officer (April 2003-February 2008), Management Intern (June 2002-March 2003)



- Coordinated the preparation, development and production of the annual capital and operating budgets
- Earned GFOA Distinguished Budget Presentation Award for four fiscal years
- Part of team which maintained bond rating (from Moody's) at 'Aaa' status
- Assisted the Finance Director in development of short-range and long-range forecasts pertaining to revenues and expenditures
- Facilitated implementation of performance measures throughout the organization
- Developed communication and public information materials relating to the budget
- Provided technical and analytical support to the Board of Selectmen, the Finance Committee, and any citizens boards and committees as necessary

City of Lawrence, Kansas

Positions Held: Interim Transportation Planner/Bicycle Coordinator (January 2000-June 2002)



- Part of core team which designed, developed and implemented Lawrence's first mass transit system – the "T"
- Supervised 5-Year update to the Long-Range Transportation Plan, Transportation 2020, including serving as staff liaison to the Citizens Advisory Committee on Transportation
- Administered PL and Sec. 5307 planning grant funding via the Kansas Department of Transportation and related planning documents, the Transportation Improvement Program (TIP) and Unified Planning Work Program (UPWP)
- Coordinated bicycle and pedestrian-related functions for the MPO including serving as staff liaison to the Bicycle Advisory Committee, administering the Bicycle Work Program and coordinating May Bicycle Safety Month
- Created and managed first MPO Transportation Web Page

HONORS & AWARDS

Team Leader – City of Franklin, Tennessee – Winner – 2017 Voice of the People Award

October 2017 ICMA/National Research Center

Led City of Franklin efforts on 2016 National Citizens Survey, culminating in the City of Franklin being 1st in the nation in Education and Enrichment. The Voice of the People Awards are the only award given annually based on direct citizen feedback.



Finalist – Route Fifty Navigator Awards

November 2016 Route Fifty – www.routefifty.com

One of 10 finalists in the IT and Data Innovation category as a result of leading City of Franklin Team in producing the City's first Open Performance site which contributed to the successful passage of the *Invest Franklin* initiative.

Commonwealth of Massachusetts Official Citation

January 2014 Massachusetts State Senate

Official citation from the Massachusetts State Senate in recognition of "*dedicated service as Deputy Town Administrator for the Town of Natick, Massachusetts*" and "*best wishes for continued success.*" Signed by President of the Senate, Therese M. Murray; Clerk of Senate, William F. Welch; and offered by Sen. Richard J. Ross and Karen E. Spilka. January 9, 2014

ICMA 10-Year Service Award

September 2013 International City/County Management Association

10-year service award for dedicated service to local government, awarded at the 99th ICMA Annual Conference, Boston, Massachusetts, September 25, 2013.

R. Scott Brooks Award

April 2003 University of Kansas - School of Public Affairs and Administration - Class of 2003

For Outstanding Service to Profession, Peers and Love of Life. Award voted by one's class.

Buford Watson Scholar

April 2001 University of Kansas - School of Public Affairs and Administration

MEMBERSHIPS

Emerging Local Government Leaders - October 2015 to Present • *Tennessee City/County Managers Association (TCMA)* - July 2014 to Present (Committee Chair - TCMA Advocacy Committee, Committee Member, ICMA 2019 Conference Committee) • *Tennessee Government Finance Officers Association (TGFOA)* - July 2014 to Present • *Government Finance Officers Association (GFOA)* - June 2012 to Present • *Kansas Alumni Association* – March 2004 to Present • *Kansas University City Managers and Trainees Alumni Organization (KUCIMAT)* - April 2003 to Present • *GFOA Distinguished Budget Presentation Award Reviewer* - September 2001 to Present (Reviewed over 50+ budgets for GFOA) • *International City/County Management Association* - September 2001 to Present (ICMA Welcome Ambassador - September 2016-September 2018)

CERTIFICATIONS

Yellow Belt Lean / Six-Sigma

March 2017 Tennessee Municipal Benchmarking Project/Municipal Technical
Advisory Service

Certified Municipal Finance Officer (State of Tennessee) - #503

May 2016 University of Tennessee – Institute for Public Service

Certified Mixologist

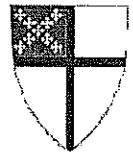
April 2014 Professional Bartending School of Nashville
Licensed Server in State of Tennessee, Permit #593398 (expires April 2019)

National Incident Management System: Incident Command System

Passed following Certifications: ICS-100, ICS-200, ICS-300, ICS-400, IS-700, IS-800

VOLUNTEERING

Loyal Episcopalian; Assistant Treasurer, Memorial/Honorary Fund Committee
Member & Choir Member at St. Paul's Episcopal Church, Franklin, TN
(www.stpaulsfranklin.com); Served in senior leadership (Senior Warden, Junior Warden,
Vestry Member) and Finance Ministry (Treasurer, Assistant Treasurer) at St. James's
Episcopal Church – Porter Square, Cambridge, MA (www.stjames-cambridge.org)



EDUCATION

Masters of Public Administration (M.P.A.)

2001-2003 University of Kansas - School of Public Affairs and Administration
Concentration: City Management/Local Governance

Activities and Societies: Pi Alpha Alpha



Bachelor of Arts (B.A.)

1997-2001 University of Kansas – College of Liberal Arts & Sciences

Concentration: History (with Honors), Political Science

Received Honors for Undergraduate Honors Thesis: "*I'm A Citizen, So What Do I Get? A
Review of the Privileges and Immunities Clause of the 14th Amendment.*" April 2001.

Activities and Societies: KU Student Senate



PORTFOLIO

Printed portfolio available upon request; electronic portfolio available at:

<http://www.linkedin.com/in/michaelwaltersyoung>