

**Zack Blake**

[REDACTED]  
Sudbury, MA 01776  
[REDACTED]  
[REDACTED]

November 26, 2019

Sudbury Town Manager Search  
Care of Bernard Lynch, Community Paradigm Associates

Dear Mr. Lynch:

I am submitting my resume in response to the job posting for the Sudbury Town Manager position.

In my role as Chief of the Technical Assistance Bureau in the Division of Local Services, I lead a team of municipal finance professionals. Together, we provide best practice guidance and expertise to cities and towns in areas of general governance, capital planning, financial forecasting, fiscal policies, budgeting, and other financial management matters. In thirteen years with the Division, I have worked with over 300 communities across the state and counseled numerous select boards, finance committees, and municipal managers. Through this work, I have helped lead cities and towns out of financial distress and have guided municipalities to implement innovative strategies to deal with complex challenges. I have also come to value, and will seek to instill the importance, that a growth mindset, collaboration, and communication play in building a proactive, forward-thinking culture in local government.

The attached resume demonstrates my abilities, as well as my aptitude for taking on this new role. The Town Manager position offers me the opportunity to bring my skills and contribute to my hometown of Sudbury in a meaningful way, while advancing my passion for local government and public administration.

Thank you for your consideration.

Sincerely,



# Zack Blake

[REDACTED]  
Sudbury, MA 01776  
[REDACTED]  
[REDACTED]

## PROFESSIONAL EXPERIENCE

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### **Bureau Chief, Division of Local Services, Technical Assistance Bureau** Boston, MA. March 2016-Present

- Lead a bureau that advises cities and towns through comprehensive reports, guidance, and trainings on opportunities to strengthen their financial management practices.
- Coordinate the development and delivery of financial management best practice guidance, tools, and other resources through local training workshops, the DLS website, and *City & Town* publication.
- Counsel senior local government officials and boards regarding complex financial management issues and opportunities to strengthen core competencies.
- Implement the Community Compact Cabinet (CCC) Best Practice initiative by providing cities and towns with technical assistance, project management, and ongoing guidance.
- Advise the Senior Deputy Commissioner and other DLS managers on emerging innovations, challenges, and other matters important to local government financial management and governance.
- Oversee the DLS municipal early intervention program, which monitors distressed communities and develops corrective strategies.
- Present DLS findings and recommendations to municipal officials, citizens, and other constituencies using sound judgment in often demanding public forums.
- Direct and provide speaker presentations at conferences and workshops sponsored by DLS and municipal professional associations.

### **Director, Division of Local Services, Technical Assistance Bureau** Boston, MA. July 2014-March 2016

- Coordinated the preparation of comprehensive financial management reports and municipal best practices.
- Oversaw the development of financial analyses and tools for cities and towns, including revenue and expenditure forecasts, capital improvement plans, financial policies, and budget documents.
- Collaborated and advised on legislative proposals, including the Municipal Modernization Act of 2016.

### **Senior Project Manager, Division of Local Services, Technical Assistance Bureau** Boston, MA. October 2006-July 2014

- Developed reports and analyses outlining findings and recommendations to guide financial planning, foster good governance, create efficiencies, and promote fiscal sustainability.
- Served as editorial board member for *City & Town*, a twice-monthly e-newsletter distributed to more than 8,500 state, regional and municipal officials.

### **Assistant Facility Manager & Human Resources Assistant, Town of Watertown**, Watertown, MA. June 2005-May 2006

- Managed the day-to-day activities of the Commander's Mansion, which included coordinating corporate events and weddings, managing vendors, and assisting in developing the annual budget.
- Compiled and analyzed databases on employee wages and compensation in preparation for management union negotiations and cost of living adjustments.

# Zack Blake

## ADDITIONAL EXPERIENCE

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**Representative, Government Fiscal Sustainability Workgroup, Center for Local Government Finance & Policy,** East Lansing, MI. September 2017-Present

- Collaborate as part of an international workgroup on opportunities to strengthen local fiscal health.
- Engage with various academic, nonprofit, state, and local decision makers to develop best practice early warning systems that measure and triage municipal fiscal distress.

**Board Member, Newton Community Preservation Committee & Newton Historic Commission,** Newton, MA. June 2008-July 2012

- Evaluated, prioritized, and recommended projects to the Board of Alderman on open space, affordable housing, historic preservation, and recreation.
- Identified and assessed buildings, landscapes, and sites important to the community's heritage in employing the city's one-year demolition delay ordinance. Measured and mitigated community concerns related to land use, development, transportation, and growth in demanding public forums.
- Facilitated interagency and municipal cooperation to leverage project support and funding. Directed committee staff liaison on all administrative, budgetary, and financial-related matters.

**Administrative Fellow, Center for Innovation and Change Leadership,** Boston, MA. March 2004-October 2006

- Generated and coordinated Center consulting opportunities, including implementation of performance measures, strategic planning, financial administration, and budgeting. Identified and collaborated with industry and government leaders to develop research knowledge on innovative municipal and business practices, tools, and solutions.
- Developed Center's internal and external partnerships with corporate, nonprofit, and government organizations. Planned, coordinated, and facilitated workshops, events, and executive board meetings.

## PROFESSIONAL AFFILIATIONS

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Massachusetts Government Finance Officers Association

## EDUCATION & TRAINING

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**Suffolk University,** Sawyer Business School, Boston, MA  
Master of Public Administration with honors

**Miami University,** Oxford, OH  
Bachelor of Arts in History and Minor in Political Science with honors

## **Sudbury Town Manager Assessment Question by Zack Blake**

Sudbury is among the best, most livable communities in the Commonwealth. The town has achieved a level of excellence from the quality of the schools and public safety departments, to the innovative public works, beautiful open spaces, and accessible senior and recreational opportunities. As Town Manager, I will launch a 4-pronged entry plan designed to build on successes of the past in order to take Sudbury into a prosperous and successful future as follows:

- 1.) Obtain leadership and policy perspective from select board members on current goals, issues and concerns, and prior successes and failures. It will be important to develop a transition plan to ensure the continuity and growth of town management. This would include mechanisms to encourage feedback and accountability. In addition, these discussions should include board member perspective on the issues and concerns of specific constituencies within the town, including residents, members of the business community, and employees. It will be important to focus on how we need to include and communicate with each of these groups and how to reach consensus on Sudbury's priorities and challenges.
- 2.) Gain the perspective of department managers and staff to understand their priorities, methods, and resources required to enhance the effectiveness of their functions. As part of the process, it will be critical to gain clarity on organizational structure, goals, budget, and immediate short-term needs. It will be important to learn what is working and what needs to be improved, including opportunities for professional development and training.

- 3.) Understand the perspective of the committee chairs and vice chairs, including the local and regional school committees, finance committee, and planning board on the practices, procedures, and policies that guide municipal decisions. Included will be an assessment of the coordination and communication that exists among the various boards, committees, and officials involved in managing the community.
- 4.) Conduct an analysis of the current budget, as well as next year's proposed spending plan. Included will be steps necessary to prepare next year's financial forecast, capital plan, and needed policies. Preparation will ensure that all elements are clear and effective at the upcoming May town meeting.

Sudbury will benefit from a Town Manager with a breadth of experience, who can “hit the ground running.” My professional experience has provided me with data from hundreds of communities across the Commonwealth which can be brought to benefit Sudbury. This includes learning from impactful boards, managers, and staff throughout the Commonwealth. I have learned that a successful community cultivates a vision, builds collaboration across diverse and sometime divergent groups, understands the mechanics of local government finances, and pulls together the resources and information necessary to inform the select board's decision making.

My experiences have taught me how to understand and interpret the fundamentals of municipal governance and best practices, as well as what is needed to develop a budget with competing priorities under the constraints of Proposition 2½. One important goal will be to develop strategies to mitigate concerns around Sudbury's significant capital needs and any potential economic headwinds ahead.

It will be critical for a Town Manager to lead professional teams and understand the importance of setting benchmarks and standard operating procedures. This has also been an important part of my professional experience over the past 15 years. In my career, I have learned how to cultivate a set of clear expectations with defined goals and timelines, and methods for holding one another accountable through discussion. I have learned what drives collaboration, transparency, and how to provide policy makers the data and facts needed to make meaningful decisions.

A recent accomplishment that reflects my skills includes developing a statewide municipal early intervention program to address fiscally distressed cities and towns. While Sudbury is fortunately not in this situation, this process has enabled my team to stabilize community finances, implement best practices, analyze important metrics and bring together resources from various levels of government to provide guidance and support. To date, we have steered more than a dozen communities in a positive direction that would otherwise have fallen deeper into trouble and required greater state intervention. This experience can help build Sudbury's future.

Sudbury will benefit from a Town Manager who has access to the state's resources and support. In 15 years of professional experience, I have developed strong relationships with people and communities throughout the Commonwealth and the various professional associations, regional planning agencies and others who can support the town.

I appreciate the value of working hand-in-hand with those around me. My current role includes listening to managers and staff to understand their priorities and the resources they need to be effective. I have been told that I am empathic. I value being an active listener and asking questions, and continuing to ask questions until I understand the others' perspective.

I have also been told that I approach situations with an open-mind and that I am non-judgmental. Anyone who knows me understands that I value communication and transparency. Mirroring my professional career to date, as Town Manager, I will strive to develop relationships based on feedback, mutual trust, and open-mindedness.

Finally, I am passionate about Sudbury. The community's success means success for myself and my family. My children are third generation Sudbury residents. It is a community that I love and plan to continue living in. Despite this, I recognize the importance of maintaining objectivity and Sudbury represents only one of more than 300 municipal data points that I have experienced over my professional life. With this in mind, I have seen successes and failures in other communities, all of which add to my perspective to benefit Sudbury.

# **Zachary Blake**

## **Town Manager Screening Committee Discussion Comments**

- He has strong municipal government understanding.
- He brings wide-ranging knowledge. He's seen inputs and outcomes; he's been a municipal adviser. He knows the job and what's needed in communities.
- It is clear to me that he could help us move things forward regarding finances and financial management.
- I like what he said about the goals – regarding defining them and having a clear timeline.
- He deals with a lot of innovation and appears to be very forward thinking.
- He comes across as having a lot of experience and passion.
- I really respected the transparency of his comments.
- He can speak knowledgeably about our town issues because he lives here, so he knows the issues and wouldn't need to learn them.
- I like that he helps to develop the vision of where communities need to be.
- He spoke well of his staff, which I find to be important.
- He has excellent contacts at the local and state levels; those could prove very helpful.
- He is a very strong candidate.



# Zachary Blake

## Reference Comments

*The following reference comments were provided by three individuals serving as a Town Manager of a Massachusetts community, a Senior Deputy Commissioner of the state Division of Local Services, and President of a municipal research bureau in Massachusetts.*

- Zachary Blake has broad experience in working with many cities and towns, particularly on their finances, policies, and procedures, looking at underlying issues, and discovering issues that need to be addressed to get communities on the right path.
- He and his team interview key people in town government in the areas they are evaluating. They make sure they have the necessary information on the town's dynamics, challenges, and finances.
- In 2010, when I was with the Executive Office for Administration and Finance, we were involved in the state oversight of Lawrence, partnering with the Division of Local Services. Zack did excellent work and did a really deep dive into the city's finances and policies and procedures.
- He has worked with many town officials, town managers, department heads, and others in local leadership positions. He is a real partner with the community, putting best practices into place, adding policies and procedures the town can use to improve the community.
- He is a terrific mentor to his peers and those within his team. He cares deeply about the work and encourages staff to be engaged and curious about local government, to learn and to explore. Part of his leadership involves setting goals and expectations. He is supportive of people and holds them accountable.
- He is experienced in and skilled at working in challenging environments.
- Zack worked on a project that involved exploring the possibility of having three communities – Lee, Lenox, and Stockbridge – share a single town manager/chief administrative officer. Multiple people from each community were involved in the discussion where Zack presented information on how it would work and what the benefits could be. Some came in interested in exploring the idea and some people entered the room very concerned and opposed. Zack let all the voices be heard and was able to calm people's concerns and bring down the tension in the room. Ultimately, Stockbridge chose not to participate, but Lee and Lenox decided to share both a CAO and an HR position and it is working well.
- He spearheaded the analysis regarding shared services for three communities. Zack produced a step-by-step guide on how to create a first in Massachusetts shared town manager/CAO. If not for him, the shared CAO for two towns wouldn't have happened. He presented a very digestible plan. It was pretty remarkable.
- He works well with people, is respectful, shares ideas, is collaborative, and team oriented. He is persuasive and has the facts to back up his recommendations.



- He dealt with some nasty comments from some people in Stockbridge during the meetings, but he kept his cool and remained professional. I've never seen him lose his composure.
- He is skilled at sharing a vision and securing buy-in from others. He knows how to manage change and how to improve organizations.
- People nod when he speaks, because he makes so much sense and is so knowledgeable.
- Zack is passionate about local government and his work, supportive of the people who work with him, and a very genuine and straight-forward person.
- He has extensive experience in both written and verbal communications, including giving presentations, facilitating large and small group discussions, facilitating meetings, writing detailed reports, communicating via email, etc. He is a strong communicator – clear and concise, providing information to help a community understand what he recommends and why he recommends it, and where we are in the process of a project.
- He has experience with municipal government unions, knows how to negotiate contracts, how to manage employees, and how to handle issues that can arise.
- Zack is skilled at helping to lead difficult conversations and at bringing differing groups to consensus.
- He brought a lot of energy and new ideas to the Division of Local Services and steadily rose up through the ranks.
- He is a thinker and a doer, a rare individual.
- He is ethical, fair, considerate, and respectful. He knows how to get people to follow a vision and how to get things done.
- He knows the community well and understands its values.
- He has very strong writing skills and his presentation skills are excellent.
- His emotional intelligence skills are high. He is a phenomenal listener. He is very engaging. He subordinates his personal interests and takes in all comments, suggestions and recommendations and then develops an action plan.
- Speaking as a manager, I can say Zack definitely has the skills and ability to serve as a highly effective town manager. While he hasn't served in the role yet, he knows and understands the role.
- Zack rethought how DLS presents training and informational materials to communities. Recognizing that there was a wave of tenured finance officials retiring, he saw a need to change how we presented information and assisted communities with training. Zack was instrumental in creating an online 24/7 resource portal that will allow people to learn and absorb core municipal finance information on their own time and at their own pace. It will go live in late January and include videos, PowerPoints, documents, etc. We used to have only in-person training, but towns can no longer wait for those sessions. Zack framed the issue and developed the solution. He is a solutions-focused leader.
- Zack leads projects from conception through implementation. He is skilled in project management. His obvious strengths are project management and all things financial – financial management, budget development and management, forecasting, capital planning, etc.



Sudbury Town Manager Search

Dear Board of Selectmen,

I recently discovered the job post on the MMA and ICMA Jobs Listing websites. The Town of Sudbury has a storied history and strong set of values and sense of community that align perfectly with my 29 years of living the U.S. Air Force Core Values. This instantly drew my attention and I would like to be part of this purposeful community as your Town Manager, and anticipated long-term community leader. I believe my years of city-level executive experience in support of multiple Directors and supervisors, combined with my 14 years of Human Resources and leadership positions make me uniquely qualified to implement ethical and professional policies, provide support to the town employees, keep the community and stakeholders well informed, liaise with intergovernmental agencies and effectively leading the Department Heads as well as work collaboratively with the Board of Selectmen. It seems you are eager to have a permanent Town Manager and I am ready and willing to work in and serve the Town of Sudbury, Massachusetts!

In my current role, I am directly involved with Hanscom Air Force Base operations, the Governor of Massachusetts, Secretary of Veteran Affairs and Town Managers in the local area. We work together to provide great opportunities for the citizens and those that have fallen on hard times. As a member of the Domestic Violence and Sexual Assault Council, I have inspired support agreements across the state in order to better empower cross-functional reporting and response capabilities. During my current responsibilities, I work closely with our Director of Strategic Plans, whereby we purposefully partner with surrounding communities and provide opportunities for public-private partnerships and business ventures. I developed policies to centralize subordinate organizations, while empowering the daily operations to the regional and department executives. Leading organizational change, communicating in various formats and personnel development have been strengths for me, which will be helpful as the Town of Sudbury accomplishes future goals. My familiarity leading Directors of public works, law enforcement, fire and medical emergency services, human resources, public affairs, recreation & social services, strategic plans, and legal is an advantage, as your organizational structure resembles my experiences. As an aside, I also have almost 15 years as an aircraft maintenance professional, the associated hazardous material guidelines will be beneficial regarding regulatory requirements associated with environmental protection principles. Furthermore, I've had the unique responsibility to have trained teams and conferenced with international leaders from Japan, Israel, Spain and England on aircraft maintenance and leadership principles, indicating my capability to get beyond a myriad of barriers. The combination of these experiences and more provide me with the skills and drive to satisfy your intent for this position and enrichment of quality of life initiatives in Sudbury.

My most recent professional development activity, in order to be better prepared for this opportunity, was attending the 2019 ICMA Annual Conference. I am passionate about producing excellence and promoting growth, and I intend to build upon the strength that your team already has. I am a hard-working, intellectually curious professional who is ready to bring my skills to Sudbury's community. I would love the opportunity for an interview to solidify that I am a desirable candidate for your Town Manager position. I look forward to speaking with you soon.

Sincerely,

//signed/10 Nov 2019/HLHJr//

Henry L. Hayes, Jr.

# HENRY L. HAYES, JR.

LinkedIn: [www.linkedin.com/in/HenryHayes-LeadersLead](http://www.linkedin.com/in/HenryHayes-LeadersLead)

## TOWN MANAGER, TOWN OF SUDBURY, MA

### PROFESSIONAL SUMMARY

**Results Oriented Leader** (Air Force Veteran): Combines 10 years of progressively increasing responsibilities, with a strong ability to inspire others. Champions innovation via exceptional communication, ensuring a collaborative work culture.

**Adept Collaborator:** Deep experience proactively synergizing multiple and diverse departments' efforts towards a common outcome; consistently accelerated problem-solving and facilitated development of strategic goals and vision.

**Superb Human Capital Development Skills:** Excels in organizational leadership, management and the development of the human enterprise spanning five generations. Possesses 20 years of experience developing human capital across geographically separated locations within multi-level organizations with various background types and sizes worldwide.

**Values / Ethics Driven, Energetic Leader:** Over 29 years of living and exemplifying the Air Force Core Values of Integrity First, Service Before Self, and Excellence in All You Do! Cultivates and sustains high-functioning teams and leaders.

### CORE LEADERSHIP COMPETENCIES

Executive Leadership • Conflict Resolution • Strategic Planning • Mentorship • Teambuilding • Culture Influencing  
Problem Solving • Crisis Response • Talent Management / Development • Diversity, Equity & Inclusion • Analysis  
Negotiation • Federal, State, Local & Tribal Leadership Coordination • Policy • Information Security • Personnel Evaluation

### NOTABLE CAREER ACHIEVEMENTS

- Built critical communications with two Massachusetts Native American Tribes; solidified annual in-person meetings, shared resources and small business opportunities as a federal representative. Researched medical readiness exercise options to perform preventive healthcare to Tribes.
- Designed and facilitated trainings for staff / partner organizations, accelerating leadership and problem-solving methodologies and strategic vision. Conducted original development sessions regarding decision-making under pressure, work-life balance, customer service and employee enrichment.
- Envisioned, planned, coordinated and completed special projects, committees and programs with cross-functional members to build citizen and community relation synergies while honoring residents and workforce personnel.
- Performed financial and managerial analyses and provided recommendations for the Installation Commander (mayor-like position) pertaining to installation (city) operations and programs under consideration, \$66M budget. Determined priorities for use of innovation and readiness funds, \$530K. Supported \$10B local acquisition industry.

### PROFESSIONAL EXPERIENCE

#### United States Air Force

##### **Base Command Chief Master Sergeant (City-level Executive Director)**

Aug 2017-Present

- Advised the Chief Executive on production, policy, recreation, safety and facilities; directed leaders across 23 functional areas. Provided services and security for more than 10,200 employees and 2,600 residents (731 homes).
- Championed \$6.08 billion economic impact to Massachusetts, innovation and research development ventures; met with 3 local Town Managers and the National Park Superintendent for public-private partnership opportunities and set regional objectives; accelerated major event support and strengthened community bonds.
- Revitalized community service and protection; served on Bedford Massachusetts Veteran Affairs Hospital Director's Board of Advisors and Massachusetts Governor's Council to Address Sexual Assault and Domestic Violence.
- Increased outreach and communications throughout the New England military organizations, enhanced relations via direct citizen and leadership engagement. Balanced promotions, recognition and special hiring programs.

##### **Command First Sergeant and Functional Manager (Human Resource Executive)**

Mar 2009-Aug 2017

- Senior Human Resources Manager at The Pentagon (responsible for 5,000 people), Air Force District of Washington (51,000 people, 100 locations) and Air Combat Command (95,270 people at more than 300 locations).
- Authored policies directing over 519 Human Resources senior leaders across 400+ worldwide locations; validated requirements, hiring processes, employee utilization, contingency tasking requirements, and conference strategies.
- Resolved performance challenges across geographically separated locations; coordinated resolutions with leaders in U.S. Embassies, various government agencies. Advised department heads on administrative / employment actions.

- Settled sensitive employee challenges and personnel censorship; delicately and respectfully removed or realigned law and policy violators, along with underperformers. Selected best candidates for positions; fielded and assessed applications, conducted final interviews. Resolved and enhanced quality of life matters at the enterprise and organization levels.

#### ***Academic Affairs Superintendent (Faculty Development, Instructor, Curriculum Writer)***

Mar 2005-Mar 2009

- Researched, authored and delivered leadership curriculum for mid-level to senior management, 6,542 in-resident and 9,600 online students annually; \$31 million program. Sustained 99% pass rate over four years.
- Created 3 new leadership courses, instituted 7 major lesson changes, brought in inspirational / technical experts to augment educational experiences; enriched 18,200 students over four years by partnering with another school.
- Driving force for 6-agency collaboration through a 65% course overhaul; assigned 520 tasks, validated 10 course goals, built class and experiential learning modules; earned Squadron Officer College's Educator of the Year Award.

#### ***Security Manager and Emergency Manager***

Jun 2005-Jan 2009

- Key contributor to the installation (city equivalent) threat working group, identified and mitigated perceived and actual hazards and vulnerabilities. Revised plans and designed exercise activities to test and confirm theories.
- Prepared emergency and situation reports that described response and recovery efforts, damage assessments and needs. Updated / created Quick Reaction Checklists, built manpower assistance (mutual aid) and long-term plans.
- Authored plans that outlined operating procedures to be used in the event of natural or man-made disasters such as hurricanes, floods, fires, nuclear incidents, active shooter, terrorist attacks, and recovery actions from such.
- Coordinated response / control measures with FBI, Alabama Bureau of Investigation, and Quick Reaction Teams during a credible bomb threat; protected personnel, resources and infrastructure under high-stress situation.
- Joint Personnel Adjudication System operator; ensured proper access and accountability for classified meetings. Conducted training and program assessments. Established Security Information Files to protect critical resources.

### **EDUCATION**

**Bachelor's Degree, Applied Management**, Phoenix, Arizona  
Grand Canyon University

Dean's List

Fall 2020

**Bachelor's Degree, Biblical Studies and Theology**, Minneapolis, Minnesota  
Minnesota Graduate School of Theology

Suma Cum Laude

**Associate's Degree, Human Resources**, Montgomery, Alabama  
Community College of the Air Force

**Associate's Degree, Airframe Technology**, Montgomery, Alabama  
Community College of the Air Force

### **PROFESSIONAL DEVELOPMENT**

International City/County Management Association, conferences, online courses and webinars, 2019.  
Professional Management Certificate, Community College of the Air Force, AL, 2019.  
Center for Creative Leadership, Leading Strategically Course, Colorado Springs, CO, 2018.  
Senior Enlisted Legal Orientation, Air Force Judge Advocate General School, AL, 2017.  
Institute for Defense & Business, Continuous Process Improvement for Executives Course, NC, 2017.  
Basic Instructor Course, Principals of Instruction and Instructional Systems Designer courses.

### **HONORS, AWARDS AND SPECIAL ACHIEVEMENTS**

- **Keynote Speaker:** Foster Care Association, 2008; Massachusetts Governor's Statewide Enlistment for 230+, 2019.
- **University Lecturer:** Alabama State-2009; Yale, Harvard, Boston and Northeastern Universities-2018/2019.
- **Publication:** Coordinating Co-Author, "SILENCE, *Rediscovering Your Need For Moments of Solitude*", 2008.
- **Awards:** Roy Wilkins Renown Service Award nominee, (NAACP, civil rights & humanitarian service), 2013.  
Senior Manager of the Year for national division (#1 of 4,342 in this category), 2007.

As requested, you will find my responses to what my entry plan into the position is and my efforts to become current and relevant on the issues within the Town. I will also address some experiences, skills and personal attributes that will project strength as I start my tenure as the Sudbury Town Manager.

### **Entry Plan and Immersions**

If selected as the next Sudbury Town Manager, it would be very important for me to become familiar with the leadership teams, as well as routine and critical topics that the community faces. I would incorporate the pattern that I utilized in the past 15 years of my military career as well as accept the wisdom of the Staff to establish an initial daily rhythm. I have been a part of a lot of organizations, so I know that establishing and maintaining professional and proper relationships in the very beginning is critically important. I will accomplish this by setting up meetings with the Board of Selectmen (collectively and individually), Town key leaders/department heads and conducting immersion visits within the departments' work centers. Additionally, attending committee and commission meetings and reviewing minutes as appropriate would facilitate my understanding of the constituents of our Town. I will also be open to individual citizen appointments as appropriate and available; formal and informal influencers immerse from this combination of people and settings, the aggregate of the information I am exposed to will manifest a deeper understanding than taking a topical update once and moving on to the next issue. I will continue to watch and listen to previous meetings from the website. Furthermore, leveraging the knowledge of the Interim Town Manager, Clerk, Historian and Town Manager Staff will speed my understanding of current matters, upcoming issues and background data.

With regards to the term and concept of immersions, coordination with Department Directors would occur in order to identify the measure of time, locations, routes of travel and subjects to speak to during visits. This would provide me an opportunity to see work activity as reinforcement of concepts, hear another viewpoint from the person briefing me, interact with and meet workers of the Town in their natural work environments. Employee contact is often a morale booster and direct communication with senior leaders brings a more complete perspective as well as potentially increase the satisfaction level of the employees. Lastly, and concurrently, I would spend a significant amount of time studying the associated laws and statutes, Select Board goals, environmental impacts, budgets, public safety concerns, status of facilities, partnerships and agreements, and geography of the Town.

Without question, there will be a steep climb to gain familiarity and clarity with the important issues, however, the combination of approaches mentioned above, in concert with robust notetaking and periodic revisits as deemed appropriate and necessary, the entire leadership team of the Town of Sudbury will continue to have the success that is familiar.

### **Existing Enabling Experiences**

Throughout my military career, more specifically the most recent fifteen years as a senior leader across various multi-leveled organizations, when entering a new position of significant leadership, I have utilized a combination of approaches that have proven effective and empowering. I will initially capitalize on these things as a foundation, and I will adapt according to the organization, for the sake of my professional growth and utilization at the direct benefit to the Town of Sudbury, Massachusetts. Most, if not all people going into a new position make preconceived assessments regarding what they are entering. What I usually do is write down these thoughts in a separate notebook and refer to this list at some point in the future to evaluate

and balance reality versus perceptions. This prevents a thought from becoming a distraction and may help shape areas of strengths and needs as time passes. Some of the skills that I bring include being a bridger, in that, I take joy in linking people and teams together in order to increase opportunities for successful task/project accomplishment. Too many times I have discovered that portions of the organization are working towards the same goal and have not coordinated with each other. Identifying and connecting people and teams expedites understanding, reduces barriers to success and increases professional relationships.

Having lived and operated under the core values of integrity, service and excellence for over 29 years, I am an open-minded leader that seeks to inspire others. My years in leadership development expanded my capability to build additional strength by way of depositing solid principles into every level of supervision. My time as a First Sergeant enabled me to grow tremendously in dealing with sensitive employment challenges and adverse actions.

In my current role as the Hanscom Air Force Base Command Chief, I am directly involved in the oversight of what makes the base run, the foundation of these functions is essentially the same as any town. Most of the major meetings I attend and run focus on our community needs, enabling and supporting job accomplishment, training and development of the workforce, space and facility utilization, justification for new growth and expansion, recreation and fitness, public safety and policy, emergency services, hazard mitigation, youth education and development, and many more subjects. My disposition and pattern is that of a servant leader, I seek to get the job done, while enhancing the ones that accomplish the work. When dealing with conflict and competition, I default to a win-win-win posture. The institution will win, and I want to win while helping you win. Throughout the years, my emotional intelligence has increased, which allows me to hear and not hear, see and not see, know and not know, and love like I've never been hurt

(it is best for me to explain this in person). I spend a fair amount of time with our lawyers, human resources professionals, civil engineers, police services, financial analysts... I don't see this changing. These experiences, and others, will help the entire team as I transition into the Town Manager of Sudbury responsibilities.

## Henry Hayes Jr.

### Town Manager Screening Committee Discussion Comments

- He is very engaging; he has a great presence.
- He has transferable skills.
- He has strong leadership skills; there will be a learning curve as this would be a new role for him, but I think he would do well.
- He is very thoughtful; there were some real gems in his conversation.
- He has an incredible spark.
- Management in the Armed Forces is more subtle than many people realize; there is a lot of consensus building and persuasive skills are called into use.
- His experience is so different, but he presented well.
- His accomplishments are beyond the norm.
- He is a quality leader.
- He is a strong communicator.



# Henry Hayes Jr.

## Reference Comments

*The following reference comments were provided by five individuals currently serving or having formerly served as a Command Chief Executive Assistant in the U.S. Air Force, a CEO/Executive Director of a regional council of governments in South Carolina and former U.S. Air Force Command Chief, two colonels in the U.S. Air Force, and a Senior Vice President/Air Force Client Executive for a private company.*

- Chief Hayes is skilled at navigating very delicate and emotional issues. He is good at dealing with and resolving personnel issues.
- He can manage, and lead, up and down an organization. He can challenge other people's thoughts and manage change when needed.
- There could be 15-20 command chiefs fighting for resources and he would have to bring about compromise. He can thread the needle.
- As a First Sergeant, he would have to deal with a lot of sticky situations, running the gamut from someone cussing out a supervisor or going AWOL to DUI, suicide, sexual assault, domestic violence. He is extremely balanced and fair in his dealings.
- He is a leader with integrity, and is an honorable, values-driven man.
- Henry has changed jobs every two years for the past 12 years and has succeeded at them all, so his ability to learn is high. His main challenge would be getting to know the community and the nuances of the position, but I have no doubt he can do it.
- Henry's group provides support to all tenants on Hanscom. He is a huge presence on the base and is responsible for the welfare of everyone on base. I see him working with military at all levels as well as various committees and groups in the surrounding communities.
- He hosts a "chat and chew" each month where 15 or so people have lunch with him and can talk about anything.
- He is a great listener and communicator. He gets requests to speak to a variety of military and civilian groups, particularly about leadership, inspiration, and faith. He is highly articulate.
- He is collaborative and he thinks through challenges. He asks all the right questions to help people get to the right answer.
- Henry is hard working and never lets the team down.
- When I was Commander of the Air Force district in Washington, I had about 60,000 people under me and Henry was my First Sergeant. He was my right-hand person and had to take care of people's needs, including morale, legal issues, etc. It's a big job and he was on call 24/7. He performed excellently.
- He is very approachable and fits in with all types of people. He was a great mentor to some of the younger people; he had an open-door policy.
- The First Sergeant role can burn people out. It is a stressful job, but Henry excelled at it. In one case, there was an executive officer who was in position



when I came on board and he got himself into quite a bit of trouble. His life basically began to unravel. Henry handled it all with great professionalism, including testifying in court and being there when the man was sentenced to jail for three years. We had had investigators go into the home and realized we had a troubled individual. It takes a mature person to handle this type of situation and Henry took care of it from start to finish.

- He participated in the budget development process for the command, serving in an advisory role.
- Chief Master Sergeant is the highest enlisted rank in the Air Force.
- He offers a lot of leadership, heart, wisdom, and experience.
- He is a voice of reason in diplomatic matters. He will speak up and get people to be more thoughtful in their decision making. He will speak truth to power.
- Henry is unbiased. He will look at the facts of an issue and make a decision based on those facts. He listens objectively.
- He helps people to grow and learn. He taught me to sit and listen and really hear what people are saying.
- He is a goal-getter. He helped me to reach my own milestone this year when I earned my bachelor's degree after five years. There were times I was discouraged, and he encouraged me and convinced me I could do it.
- People look to him for professional advice, military career advice, advice about education, and advice about personal issues. He is trusted.
- He is innovative and forward thinking. He is a relationship builder who makes people feel comfortable.
- Henry can break through barriers and get people to consider other points of view.
- He is part of my leadership team. We have an annual budget of about \$120 million that we build from the ground up and once a month the leadership team reviews the expenditures to ensure we are appropriately managing it.
- Henry heads up all the nonprofits on base and ensures they have proper budget keeping. He meets with the presidents of all the organizations once a month, makes sure the donations are of legal amounts, etc. He works closely on this with the 37 attorneys we have.
- We opened a new dormitory for the unmarried 18- to 21-year-old Airmen, which does not have a common area for them to gather together. Henry recognized this as an issue and worked with a number of agencies to find the money and space to create an Airmen's "chill center," where they can relax, play video games, watch sports, etc. He had to convince other groups to relinquish space for the benefit of Airmen who were not part of their team; it wasn't easy. It took six months, but Henry told the Airmen he would get it done for them and he did. He is persistent and persuasive.
- When we hold promotion boards where the enlisted Airmen are considered for the next rank, Henry gets us to look at the Airmen from different perspectives to make sure we are thinking holistically. He asks the deeper questions.
- He has great resources in the region and on the base.
- He can respectfully disagree with you but once the decision is made, he backs you 100%.

