

Town of Hopedale



TOWN ADMINISTRATOR FINALISTS

APRIL 2023



COMMUNITY PARADIGM ASSOCIATES, LLC

Justine Caggiano

Finalist for

Hopedale Town Administrator

Justine Caggiano

Spencer, MA 01562

@ .com

To Whom It May Concern,

I am writing to you to express my interest for the Town Administrator position in the Town of Hopedale. When I heard about the opportunity, I was very interested in the position and felt my qualifications correspond with what is expected of a qualified candidate for this role.

As exemplified in my resume, I have always had a passion for working with people and building relationships. With over 11 years of experience working for the Commonwealth of Massachusetts and Municipal Government, I have established exceptional communication skills and can handle a variety of complex responsibilities. I am trustworthy, dedicated, and extremely motivated. I believe I would be an excellent addition to your staff and would be able to hit the ground running.

Outside the scope of Human Resources, I have been tasked with a variety of projects while working in local government. I have experience in managing infrastructure projects, grant proposals, capital planning, insurance claims, and working with the State on local funding options and legislation. In addition, my writing skills range from press releases to warrant articles. I have achieved my Massachusetts Certified Public Purchasing Official (MCPPO) certification and have been elected to the Massachusetts Education and Government Association (MEGA) Board of Directors.

Thank you for your time and consideration. Attached is my resume, which I believe demonstrates my ability to perform this job successfully. Please do not hesitate to contact me if you have any questions or need any additional information. I look forward to hearing from you to schedule an interview.

Sincerely,

Justine Caggiano
774-272-0509

Justine E. Caggiano

Spencer, MA 01562

.com

WORK EXPERIENCE

Town of Ware

Human Resources Director

2022- Present

Oversee the administration of the Town's recruitment and hiring; project management;
Develop policies and procedures for Town personnel; employee assistance; insurance matters;
Implement and maintain Town's training and development program; negotiate personnel contracts;
Federal and State compliance including FMLA, WC, Civil Service, and advise on the Budget;

Town of Millbury/ Millbury Public Schools

2018- 2022

Human Resources Administrator

Advise the Town Manager and Superintendent of Schools on personnel and Town related matters;
Recruit, hire, and evaluate applicants and new hires; conducts interviews and exit interviews;
Internal/external communications, Veterans event supervisor, legislative liaison, and budget team;
Implement and maintain personnel policies, procedures, job descriptions, trainings, and insurance.

Worcester Telegram & Gazette

2017-2019

News Correspondent

Conducted interviews and wrote a number of published local news articles.

Massachusetts Department of Higher Education

2015-2017

Outreach and Administrative Support Coordinator for Veterans Education;

Organized training events for School Certifying Officials and other Conferences;
Attended events encouraging Veterans and Dependents to use their Education benefits;
Maintained Veterans Database; reviewed program approvals and other related reports.

Massachusetts State House

Massachusetts House of Representatives

Legislative Aide/ Administrative Aide

2012-2015

For the Honorable State Representative Kimberly N. Ferguson and State Representative F. Jay Barrows

Constituent services through written and oral communication; press releases; drafted legislation;
Attended meetings with organizations and community groups on behalf of the Representative;
Managed the Representative's social media accounts; supervised intern program;
Coordinated and scheduled events, meetings, and itineraries on behalf of the Representative.

EDUCATION

Suffolk University

Expected 2023

Master of Public Administration

Concentration in State/Local Government

MMA/ Suffolk University

2021

Certificate in Local Government Leadership and Management

Suffolk University

2009-2014

Bachelors of Science in Journalism

OTHER

MEGA Board of Directors	2022-Present
Massachusetts Certified Public Purchasing Official (MCPPO)	2022
MMA Municipal Fellow	2021
Photojournalism in Tuscany	2011
Lorenzo De Medici School Tuscania, Italy	

PROFESSIONAL ASSOCIATIONS

Massachusetts Municipal Association
Massachusetts Municipal Human Resources Association
Society for Human Resource Management

Justine Caggiano

Reference Comments

The following comments were provided by four references: the Town Administrator of Acushnet who previously work in Millbury; the Police Chief of Ware; the Superintendent of Millbury Public Schools; and the Chair of the Charter Review Committee/former Chair of the Library Board of Trustees in Millbury.

- I can't recommend Justine Caggiano highly enough.
- She has very good skills and doesn't spin her wheels if she doesn't know an answer, Instead, she reaches out to a great contact list and network that will help her get the answer. Justine doesn't pretend to know everything but is willing to do the work to find a solution.
- She is expert in human resources and embraced that responsibility serving as the HR director for town and schools in Millbury. She understands the interplay of human resources with finance, and she has good collective bargaining experience. She was instrumental getting the police and DPW contracts resolved.
- I was able to use her to go beyond just HR to work on a variety of other projects where she was able to bring groups together and get them talking. An example would be an effort to manage competing veterans' groups by convincing them to work together and to work with the town by getting the groups to focus on establishing common priorities.
- She worked on a huge TIP project. She coordinated the takings necessary to have the project move forward. In particular, she was instrumental in bringing many of the non-English speaking landowners and renters together to solve the issue of acquiring the properties and relocating people, which required a tremendous amount of coordination. It took two Town Meetings to get everything in place.
- Justine also worked on a major downtown economic development project, again bringing people together using shuttle diplomacy to get people to agree on the larger goals and she was able to smooth the waters with the business community.
- She managed board relations very well when the board didn't always see eye to eye or had differing factions.
- We used her as a member of the budget team, particularly to help us cost out contracts and to develop strategy for the use of free cash for capital items.
- Justine handled all our insurances for the town...procuring and managing the contracts.
- She is a highly motivated individual, always willing to take on challenges in her work. "It is this level of motivation, along with exceptional work ethic, that has led her to exhibit her professionalism throughout her career."
- Justine had to split her time between the town side and school side in Millbury, and she was able to handle that division well with both sides having their HR needs met. She was very good at keeping employees informed, including when FMLA was taking off related to COVID. Justine took the lead on handling employee requests, tracking time, keeping information confidential, etc.
- She was involved with the school union contract negotiations and was very helpful in figuring out details and keeping people calm and focused on the issues.
- She took a big burden off the school principals by handling so much of the hiring and terminations, including scheduling, interviewing, and paperwork. She is good at holding the difficult conversations and can keep emotions in check.

- On the town side, she was entrusted with more of the assistant town manager type of responsibilities, not just HR.
- Justine is personable, gets along well with others, and is enjoyable to work with.
- Justine is an ambitious, self-motivated individual of high moral character. She exhibits a high degree of technical competency and common-sense knowledge. She is caring and compassionate, often putting her work above her personal life.
- I worked with Justine most prominently on the Library Director search when I was the chair of the Board of Trustees in Millbury. She made it 'super' easy and made the selection subcommittee feel incredibly prepared and confident. The Trustees went in with a lot of skepticism about the process due to some conflicts with the then-town manager and came out wanting Justine to do all our hiring and fix all our problems. She was that wonderful; she blew us away with her preparation, her ability to keep the candidates organized and scheduled in a way that meshed with a bunch of community volunteers, and in walking us through the candidates' post-interview all the way to offer and decision.
- I worked with Justine on some grants and other town initiatives. She most notably put together a successful grant for veterans' monuments that the most prominent veterans in town still rave about. She was reliable when it came to getting stuff done. If she couldn't help with it, she knew exactly who to talk to and where to get that help. "I never worked with anyone in government quite as good as her."
- Justine possesses the personal qualities, morals, and values that, when combined with her professional abilities, makes her an excellent choice for a Town Administrator position.

Chad Lovett

Finalist for

Hopedale Town Administrator

CHAD LOVETT

[REDACTED] | Middleboro, MA 02346

[REDACTED]
[REDACTED]
[REDACTED].com

February 23, 2023

Mr. John Petrin
Senior Associate
Community Paradigm Associates
One Saddleback
Plymouth, MA 02360

Dear Mr. Petrin,

Please accept this letter and my attached resume for consideration for the Town Administrator position that has been advertised for the Town of Hopedale. With over twenty years of unique experiences in both the private sector and municipal government, I am confident in my ability to bring my skills and expertise to the Town of Hopedale. I am a highly skilled, dedicated, and effective leader with experience in building teams, departments, and processes from the ground up.

In my current role as the Director of Facilities and Capital Planning in the Town of Wrentham, I have honed my leadership skills, managing a team of employees across multiple departments, including building maintenance, custodial, and IT. I have also successfully absorbed additional departments, such as IT and aquatics, into the Facilities department. Through my work, I have conducted comprehensive building evaluations, created the Town's Capital Plan, and negotiated contracts with various service providers and cable providers.

I hold a Certificate in Local Government Leadership and Management from the Massachusetts Municipal Association and Suffolk University, as well as a bachelor's degree in Business Administration with a concentration in Public Administration. I am currently enrolled in a Master of Public Administration (MPA) program at Suffolk University. Additionally, I hold certifications from the Commonwealth of Massachusetts as a Public Purchasing Official (MCPPO), a Construction Supervisor, and a Hoisting Engineer.

CHAD LOVETT

██████████ | ██████████.com

During my time in Wrentham, I have secured grant funding from the Massachusetts Office on Disability for an ADA Transition Plan and the Massachusetts Department of Energy Resources for being a Green Community. I have built a strong reputation as a leader who recognizes the purpose of government administration and the importance of serving the public. I am eager to bring my experience and skills to the Town of Hopedale and contribute to its success.

Thank you for considering my application. I have attached my resume for your review. I look forward to the opportunity to discuss my qualifications in more detail and how I can contribute to the Town of Hopedale.

Sincerely,



CHAD LOVETT

[REDACTED] | Middleboro, MA 02346

[REDACTED]
[REDACTED].com

A highly skilled, dedicated, and effective leader experienced in developing teams and building departments and processes from the ground up. With experience in both the private sector and within municipal government. Within both sectors I have built working relationships with internal and external customers, leadership, and the community to successfully implement a variety of highly visible and impactful projects benefiting the organization.

EXPERIENCE

Town of Wrentham

2019-Present

Director of Facilities and Capital Planning

Leader responsible for managing all facilities and capital planning needs for The Town of Wrentham. Additional responsibilities include directing IT functions across Town buildings, serving as the ADA Coordinator, the leader for the Town's Cable Advisory Committee. Manage safety training and employee development for all department employees.

- Lead and evaluate a team of five employees across various departments, including maintenance, custodial, and IT, by conducting training, holding safety meetings, and enforcing discipline.
- Conducted comprehensive building evaluation of all town and school properties to establish a starting point for the town's five-year Capital Plan. Continuously utilize this information to formulate the Capital Plan.
- As the Board of Selectman's appointed representative to the Cable Advisory Committee, successfully negotiated a renewal contract with Verizon and are currently in negotiations with Comcast.
- Rolled out a work order and asset tracking management system that included setup, training, continuous management, and user support throughout the town, enabling self-service reporting and issue tracking.
- Responsible for the development and oversight of annual operating budgets for the Facilities, Aquatics, and Information Technology departments.
- Experience working within Chapter 30b and Chapter 149, regarding public procurement and construction procurement.
- Consult with and present to various town committees, including Board of Selectman, Finance Committee, and Sweatt Fund Advisory Committee.
- Secured grant funding from the Massachusetts Office on Disability to implement an ADA Transition Plan across all town properties.
- Significant member of the team that successfully submitted the town's Green Communities application, resulting in approval and an initial grant of over \$140,000.00.
- Oversee all utility usage using Mass Energy Insight and procurement of gas and electricity contracts.
- Collaborated with a group appointed by the Board of Selectman to secure CPC funding approval at two Town Meetings, develop specifications, and complete the procurement process for an aquatic weed harvester effectively.
- Construction and procurements projects including a major renovation of Town Hall following a disaster, a major renovation and expansion of the town's Fire Station Number Two, which involved adding three bunk rooms and shower facilities, through a combination of grant and local funding. This renovation enables continuous staffing of the station.
- Lead multiple simultaneous projects including a DPW Building Project Feasibility Study, design and bidding for complete redevelopment of the Town's high profile Center Parking Lot project (\$1Million+) and historic Sweatt Park remodel project (\$750k+).
- Led the successful environmental remediation process and preparation for auction of a Town owned 18-acre property and former service station.
- Developed ongoing HVAC maintenance program including developing replacement schedules.

Mats Inc.

2018-2019

Director of Selected Service

Led the installation and maintenance group of a national commercial flooring supplier. Team consisted of five employees and dozens of subcontract flooring installers throughout the Country. Streamlined operation of the in-house team to allow sales growth.

- Developed process and manuals for department. Manuals streamlined the work being completed resulting in fewer return trips, increased profitability, and higher customer satisfaction.
- Deployed electronic project management system. The management system provided visibility for all teams for

CHAD LOVETT

██████████ | ██████████.com

project statuses, workload, forecasting and financial reporting.

- Oversaw the production of reports for important clients, utilizing data from internal ERP systems and project management databases to provide relevant information and foster strong client relationships.
- Successfully guided a team of internal project staff and external labor in completing over sixty-five projects each month, demonstrating strong leadership and project management skills.
- Forecasting responsibilities for overseeing inventory, tracking usage, and making projections for future orders across three warehouses for all projects, ensuring efficient resource management and meeting project needs.

Trader Joe's

2011-2018

Director of Facilities and Maintenance

Leader for all facilities needs across the company. Led a complete redesign of the repairs and maintenance process to a modern electronic system embraced by stores and leadership.

- Oversaw facility services for a diverse range of issues across 453+ locations nationwide.
- Spearheaded a company-wide implementation of an electronic system for managing repair and maintenance work orders, including tracking submissions. Provided training for all users across all stores and over 400 contractors with varying skill levels.
- Developed an emergency response plan that enabled stores to rapidly reopen following natural disasters.
- Oversaw compliance with EPA regulations for refrigeration usage, utilizing an outsourced tracking platform and employing environmental engineers.
- Facilitated a company-wide training summit held off-site to introduce and evaluate EPA compliance measures and procedures established for adherence.
- Oversaw security and fire safety for all stores, overseeing security companies, fire protection systems, and burglar alarms. Included a procurement process to standardize the program and set a consistent pricing structure.
- Established a 24/7 protocol for managing and responding to refrigeration alarms deployed to 150 stores. The protocol covered remote diagnostics, call center operation, and work order management.
- Integrated SAP and ServiceChannel to improve accounting processes and automate billing, automating over 110,000 work requests and generating \$55 million in invoicing. The system provides precise reporting of data that was previously inaccessible, enabling centralization of work among the best contractors nationwide, including contractor choice and integration.
- Integrated contractors for new locations to aid in expanding markets, onboarding 25+ new stores annually. The contractors cover all aspects of store operations, from critical refrigeration repairs to weekly window cleaning.
- Regularly interacted with property owners of varying sizes to manage repairs related to common area maintenance (CAM) and include property owners in special projects.
- Collaborated with a construction team to draft specifications for new store items such as alarm systems and security hardware.

AT&T Mobility/CBRE

2007-2011

Project Manager

Held a crucial role in overseeing construction management for AT&T retail locations, which included new stores, relocations, remodels, and expansions in two major markets. The locations varied from standalone sites to significant regional malls and lifestyle centers.

- Implemented a procedure for tracking change orders used by all teams in the Northeast, ensuring visibility and accuracy of all change requests in projects.
- Successfully directed construction projects with a value ranging from \$129k to \$1.2 million, with an average yearly spend of \$7 million.
- Reduced the average remodel cost from \$300k to \$150k through the application of value engineering.
- Oversaw the planning and construction of the first two 5,000 s.f. AT&T flagship stores in the Northeast, where one was completed on budget at \$1.2 million and the other \$300k under budget.
- Directed over 20 simultaneous projects at various stages of development, from drawing preparation to opening.
- Was responsible for the installation of owner items such as building signage, Muzak, ShopperTrak, and alarm systems.
- Managed and ensured the team met all project milestone dates using a web-based project management database, Exesite.

OTHER EXPERIENCE:

CHAD LOVETT

██████████ | ██████████.com

Town of Abington- Finance Committee
2011-2015 | Chairman 2014-2015

ZOOTS
2005-2006

Manager of Construction and Facilities

Led all construction, facilities, and planning functions for a growing East Coast retailer. Responsibilities included over seventy-five retail locations, three industrial plants and the corporate headquarters.

Creating the Lines d/b/a
2001-2006

Owner

Leader of a small construction, facilities, and CAD services company. Maintained all financial, tax and sales functions for company

EDUCATION

Suffolk University

Master of Public Administration degree candidate – anticipated completion June 2024

Suffolk University & Massachusetts Municipal Association

Certificate in Local Government Leadership and Management

Southern New Hampshire University

BS Business Administration Concentration in Public Administration

LICENSES & CERTIFICATIONS

Massachusetts Certified Public Purchasing Official

OSHA Public Sector Safety & Health Fundamentals Certificate

Massachusetts Construction Supervisor #CS090968

Massachusetts Holsting Engineer 1C/2A #HE197937

Massachusetts Notary Public

Chad Lovett

Reference Comments

The following comments were provided by five references: the Town Administrator of Wrentham; the Chief of Police of Wrentham; the Director of Public Works in Wrentham; a Vice President of Sales with Mats Inc.; and the Senior Director of Construction and Facilities for Trader Joe's.

- Chad Lovett is one of my primary, go-to employees. If he is hired by another town, it would be a significant loss to Wrentham, but it is going to happen at some point because he is a talented person. He's a big part of the administration; I would hate to see him go.
- He really stepped up and shined during COVID. Most people were working remotely but Chad was here every day, dealing with IT issues, working with MEMA, basically doing anything that was needed.
- He gets along well with department heads, staff members, committee members. The improvement in internal relationships was amazing. He just pulls people in and motivates them, probably because he is so motivated himself. He is an extremely valuable resource and an amazing hire.
- After Chad came aboard, I expanded his role. He oversees facilities and central services. I consider him more of a Chief Operating Officer. His role is broad, overseeing facilities, information technology, related procurement, project management.
- He is resourceful and a fast learner. He's great at networking and gaining knowledge from others. He has a strong grasp on his department budgets and, while there would be a bit of a learning curve in doing the entire budget, I know he can do it. He understands it and just has to put it into practice.
- He is very strong in relationship building, team building, and problem solving, and is very proactive. He is not afraid to address difficult situations and conversations, and he works to find solutions to problems.
- When the town had a catastrophic pipe burst and Town Hall flooded, Chad oversaw the temporary, nine-month relocation of Town Hall which was complex, and he worked with the insurance company on funding and on the renovation. Chad is working on the Center School lot project now, which is a complex project in a critical area, and he is leading the Sweatt Park downtown project which is out to bid now. He oversaw some environmental remediation, working with DEP, on some large parcels before we sold it at auction. It took years to clean up and the sale is significant for the town. He is working with a committee now on the design for a new DPW building and facilitated the DPW Needs Assessment Committee prior to that.
- I have worked with many town administrators, many of whom failed because they could not finish tasks or work with people. I am confident that Chad is a person who knows how to finish tasks and will succeed in this type of position. He has a great work ethic that blends in with the qualifications he brings to the table.
- I am rooting for Chad and hope he gets the job but will be sad if he leaves. I am impressed with what Chad has accomplished in his time in Wrentham. I have learned from Chad as to what was not being done to have a successful facilities plan. I realized what was not being addressed through Chad's leadership in this area.
- Chad is a person who seeks to get ahead of the game. He learns quickly and adapts to situations. He grasps the issues quickly and seeks to fix them. When he hears what

needs to get done, he reacts and develops a work plan to achieve the goals. Chad has a lot of ambition. He has worked hard at adding to his education and having conversations with people so that he can grow in the municipal leadership field.

- Chad's personality fits the position he is seeking. I am amazed at how Chad has worked with many contractors in leading his projects. He is great at persuading people to work with him. He gets people to get to the middle and finds solutions without compromising integrity. Chad has an innate ability to work with people.
- Chad has the confidence to succeed in any position he works in. If Chad were to have any challenges after becoming a Town Administrator, I feel it is that he would have to adapt to the fact that you cannot make everyone happy. Chad has been able to find unique ways to address challenges. He's been successful in seeking grants in different ways. He negotiated with the correctional facility to get prison labor to address maintenance issues such as painting. He works to find ways to get to 'yes' in situations.
- Chad has been involved in many projects including a major parking area in downtown as well as with facilities. That is certainly a major function of his position, and he has been very successful. I had no idea of the value that a facilities director could bring to the operation. I am thankful for what Chad has been able to offer the police department by enhancing our operations capacity. When the Town went to regional dispatch, there was a challenge in addressing the issue of having a "dark" station. Chad's insights were invaluable and helped lead to a successful transition in revamping the lobby to accommodate the lack of always having a live body in the station.
- I worked with Chad for seven years at Trader Joe's. I was Senior Director of Construction and Facilities and Chad was one of my key lieutenants. We oversaw 400 stores within the chain. Chad had responsibility for overall coordination of facilities management.
- In general, Chad was a great employee who became one of my go-to people. I relied on him for the heavy projects as I could always count on the job getting done with Chad. Chad had to deal with a lot of stakeholders. He had to deal with the management teams for each of the stores as well as the landlords and the various vendors they utilized. This required a lot of diplomacy, which Chad had a great deal of.
- Chad is a level-headed person who made difficult decisions well. He was good at setting expectations and boundaries. It was not easy having to deal with all the stakeholders and getting agreement. Chad is good at pulling people together and getting a final resolution. He is a self-starter and I never had worry about commitment. When unsure, Chad would ask questions and seek knowledge of the situation. Chad was very good at listening and hearing people out. In the end, Chad had a line to hold as we had to operate within the budget. His budget was \$100 million per year to maintain facilities. Chad put the time into his position, and he could always be counted on.
- With the people that worked for him, Chad was good at giving direction and setting their expectations. He was exceptional in mentoring people, providing training, and setting the tone for day-to-day operations. Chad created a solid leadership team for his division.
- Chad created a computerized system for facilities management after he joined us. We had been using spreadsheets and e-mail as the main method for tracking. Chad led the charge to outsource to a computerized software system to track projects. The system would create tickets, track approvals, and setup payment approval from start to finish. It was Chad's responsibility to set up and implement the system.
- At one point, we were also in a quandary over refrigerant systems with the EPA. Chad had to set the course for getting EPA compliance for tracking the refrigerants. He set up a 2½ day conference in Texas where he brought 200 people together to handle this responsibility for the chain. The conference was a train-the-trainer scenario so that the stores and the vendors were able to work toward being in compliance.

Mitchell Ruscitti

Finalist for

Hopedale Town Administrator

Town of Hopedale Board of Selectmen
Town Hall
78 Hopedale Street
Hopedale, MA 01747

To the Hopedale Board of Selectmen:

First, I hope that this letter finds you well. I am excited at the opportunity to apply for the position of Town Administrator with the Town of Hopedale. As an alumnus of Hopedale High School (class of '05) and longtime resident of Milford, Massachusetts, I have a great personal familiarity and fondness for the community. My extensive background in municipal and state government, grant writing, economic development, and public leadership have provided me with the well-rounded skillset needed to excel in the position.

Since December of 2021, I have worked as the Grants and Community Development Manager for the United Way of Tri-County/United Way of Pioneer Valley/Mass211 set of agencies, spearheading human service efforts for a geographical catchment area spanning nearly 20% of the Commonwealth. I oversee large-scale program implementation and funding for food pantry and meals programs, case management, and Mass211, the state's three-digit social service hotline (nationally known as 988). I presently manage a \$15 million annual budget and am responsible for annual grant fundraising in excess of \$2 million. I maintain positive relationships with catchment area elected and municipal officials, and act as the public face of the agencies when working with other Community Based Organizations.

In addition to working for the United Way I work with Central Massachusetts municipalities as a consultant through my own firm, Tillrock Consulting, which helps communities procure grants, spearhead public initiatives, and consults on municipal best practice across a variety of efforts. Through this mechanism and through volunteerism, I've led widely publicized efforts locally to raise funding to renovate Draper Park, Tank Field, and Calzone Park in Milford, MA, in addition to leading the town's FY22/23 Community Development Block Grant (CDBG) application submitted to the Department of Housing and Community Development for a total of \$1.3 million to renovate Town Park. These projects entailed close working relationships with municipal department heads, boards and commissions, and state contacts. Upon moving back to Milford in 2021 with my family, I was appointed to the Milford Finance Committee and Milford Downtown Revitalization Committee, as well as to the Milford Regional Health Foundation as a Corporator in recognition of my community-based efforts. Through my work on the Finance Committee, I am directly involved with the oversight and crafting of the town's annual \$140 million budget, capital projects, town meeting warrant requests, and operational expenses.

I have held several municipal and state positions directly and with increasing responsibility; first, I worked for the City of Worcester both in the Office of the City Manager as well as the Executive Office of Economic Development, where I was tasked with leading community and constituent efforts and managing the City's Community Development Block Grant program as well as the *Buy Worcester Now* housing initiative. I then served in a Cabinet-level project management position in Kentucky Governor Steve Beshear's Cabinet for Economic Development, where I was tasked with recruitment of industry into the state utilizing state-level financial incentive programs, working directly with municipal and county leadership to land development projects and create jobs. For three years, I worked as an Assistant Director for Grants Development and Compliance for Mount Wachusett Community College, under the umbrella of the Commonwealth's Department of Education. In this role, I worked directly with state and federal funders in addition to local and regional school districts to help develop and implement large-scale grant programs and grant-funded initiatives. During this time, I also served on the Rutland Select Board,

-serving as Chair during the COVID19 pandemic, and was responsible for spearheading efforts with our elected delegation and the Department of Public Health in opening a regional vaccine hub – one of the first to open in North Central Massachusetts. This culminated in the vaccination of more than 80,000 individuals. Through this role, I was involved in all day-to-day aspects of municipal management.

I firmly believe I have the consensus-building and collaborative expertise needed to excel in the role of Town Administrator in Hopedale. Personally, I am joyful at the prospect of applying, as it would allow me to become involved in a place that has deep personal meaning to me; not just because of the proximity but because of the existing relationships I hold among residents, board and commission members, and educators. Having spent formative years at Hopedale High School, I know what makes Hopedale a unique and special community, and I look forward to helping to foster positivity and growth in the community.

Good luck in your deliberations, and I look forward to any future conversations we may have.

Sincerely,

A handwritten signature in black ink, appearing to read 'MFR', followed by a horizontal line extending to the right.

Mitch F. Ruscitti, MPA

Mitch F. Ruscitti

Milford, MA 01757

[.com](#)

HIGHLIGHTS OF QUALIFICATIONS

- Master's degree in Public Administration with a focus in Economic Development & Municipal Finance
- Seasoned leader, development manager, and fundraiser with seven years of direct supervisory experience
- Twelve years total experience in identifying and procuring funding from federal, state, and private sources
- Collaborative census builder with a track record of successful community initiative leadership

WORK EXPERIENCE

United Way of Tri-County/United Way of Pioneer Valley/Mass211 (Dec. 2021-Present)

Grant and Community Engagement Manager

- Manages all development and contractual obligations for two United Way agencies and Mass211 totaling more than \$15 million in annual revenue, with a geographic catchment area consisting of nearly 20% of all Commonwealth municipalities.
- Maintains positive relationships with all catchment area elected officials, community organizations, partnering organizations, and state level agencies.

Tillrock Consulting (August 2015-Present)

Founder and Chief Consultant (August 2015-Present)

- Provides municipal and private clients with an array of services including but not limited to professional grant writing, the review and drafting of MOUs and other necessary contract agreements.
- Led widely publicized and ongoing revitalization efforts in the town of Milford, MA, including: aiding in the development and publication of a downtown housing study through the DHCD Mass Downtown Initiative; procuring hundreds of thousands of dollars for downtown park and greenspace revitalization; and meeting with local business and stakeholder groups to identify and fund priorities
- Worked with MassDevelopment through *Commonwealth Places* to exceed fundraising goals and raise over \$100,000 for the redevelopment of downtown greenspace.
- Drafted town of Milford FY22/23 \$1.3 million CDBG application working directly with DHCD

Mount Wachusett Community College, Massachusetts Executive Office of Education (Dec. 2018-Oct. 2021)

Assistant Director, Grants Development and Compliance (December 2018-October 2021)

- Stewarded the development and implementation of large-scale institutional programming, including budget preparation and implementation.
- Worked directly with state and federal funding sources and helps to lead community efforts for fundraising.
- Worked with local school districts for funding and implementation of early access programming.
- Planned, modeled, and drafted DCAMM proposals for institutional redevelopment and retrofit projects.

Town of Rutland, Massachusetts (2019 – 2021)

Selectman (May 2019 – 2021; Chairman, June 2020-July 2021)

- Elected in contested race in May of 2019; served on a board consisting of 5 members, acting as the chief executive body for the town of Rutland, Massachusetts.
- Helped spearhead COVID19 response, including working directly with regional leaders and DPH to establish a regional vaccine hub which culminated in the vaccination of more than 80,000 Commonwealth residents.

Veterans Inc. (November 2015-December 2019)

Grants Team Manager (February 2017-December 2019)

- Promoted from *Program Development Coordinator*
- Manages all relationships with large external funders, including federal and state agencies.

- Responsible for 8% agency growth FY19-20
Program Development Coordinator (October 2016-February 2017)
- Promoted from *Grant Writer*
Grant Writer (November 2015-October-2016)
- Grant writer for a Worcester based 501(c)3 organization with an annual operating budget exceeding \$13 million.

Commonwealth of Kentucky (July 2014-June 2015)

Project Manager, Kentucky Cabinet for Economic Development, Frankfort, KY (July 2014-June 2015)

- Led state and local efforts for industrial and commercial property development by working with private development firms to lead development efforts.
- Worked with both small and large (Fortune 500) companies regarding highly confidential expansion and development plans within the state of Kentucky.
- Worked directly with TIF financing and TIF projects.

City of Worcester, MA (August 2011-June 2014)

Project Manager, Executive Office of Economic Development, City of Worcester, MA (January 2013-June 2014)

- Managed all HUD CDBG grant funded contracts and programs.
- Worked closely with the city's four community development corporations as well as various nonprofits to craft and implement appropriate and effective grant-funded programs.
- Coordinated residential and commercial redevelopment and revitalization using CDBG and HOME funds.
- Ensured CDBG funded City programs are federally compliant with HUD regulations including 24 CFR and Davis-Bacon regulations.

Senior Staff Assistant, Executive Office of the City Manager, City of Worcester, MA (August 2011-January 2013)

- Coordinated project development and management; specifically, the 2012 *Wheels to Water* program, *City Manager's Clean Team* initiative, and the 2012 Worcester Holiday Street lighting project, all partner businesses, non-profits, and City departments to fund and manage programs.
- Acted as a City lead in the engagement of various community stakeholder groups and initiatives to address complex social issues such as racial relations, distressed community pockets, and neighborhood safety.

EDUCATION

Master's Degree in Public Administration, University of Kentucky, 2011

Double B.A., History and Political Science, University of Massachusetts Lowell 2008

RELEVANT ORGANIZATIONAL MEMBERSHIPS

Town of Milford Finance Committee (2022-Present)

Downtown Revitalization Committee, town of Milford, MA (Appointed 2021; have served in an advisory capacity since 2017)

Milford Regional Healthcare Foundation (Corporator, January 2023-Present)

Milford Connections Advisory Board Member (Milford High School 2021-Present)

Capital Improvement Planning Committee, town of Rutland, MA (2018-2021)

Conservation Commission, town of Rutland, MA (2021)

Mitchell Ruscitti

Reference Comments

The following comments were provided by five references: the Town Administrator of Milford; the Parks and Recreation Director of Milford; Chair of the Milford Cultural Council who is also Chair of Citizens for Milford; a State Representative for the district that includes Milford; and a partner in a Certified Public Accounting firm.

- Mitch Ruscitti was contracted by Milford to write grants on behalf of the Town, and I am the town's Parks and Recreation Administrator. Mitch has been very helpful in developing a couple of grants for my department, which has been very beneficial.
- The first two grants relate to improvements to Calzone and Draper parks. We were able to develop a total of approximately \$140,000 in fundraising and grants to make improvements to the parks. We are now waiting on the award of an additional \$1.3 million Community Development Grant for Town Park.
- Mitch's role in these processes has been crucial. He was the main instigator in getting these grants started and processed. He did the bulk of the writing and coordination for the grants. He did not shy away in getting the support needed. He was comfortable in making the necessary contacts and pushed the various bodies and people for the support. He provided the necessary documents and made sure that everything was provided as needed.
- Mitch was always committed and had a high level of energy in providing the necessary support. The writing and organization skills that he brought to the process were much appreciated. Mitch was always looking to do what was best for the community.
- In addition to the writing and coordinating, Mitch promoted the project within the community. He assisted with the setup of the forums that were needed. He served as emcee for the forums and spoke publicly on behalf of the Town and project. Mitch worked with Milford television when needed to provide the public exposure for the projects.
- Mitch was a critical leader in getting these projects moving forward; it was a pleasure working with him.
- I am very familiar with Mitch due to my community involvement in the Town of Milford and my work as a CPA with a firm that has approximately 35 communities as clients. I have known Mitch since he was in college. I am friends with his grandfather and got to know him through my involvement with the Masons organization.
- Mitch is a bright and capable person who has been involved in the non-profit and municipal sector. He is highly professional and, in my opinion, has grown his skills to be able to handle a town administrator position.
- Mitch has been very effective in his career in handling grants and managing them. With his consulting firm, he has helped Milford in many ways to obtain funds. He has a very good grasp of fund accounting and would bring key financial skills to the table.
- In my experience as a CPA, I always look at the capacity of manager to be able to effectuate change in an organization. I feel that Mitch has that capacity and would be a bright light for the Town of Hopedale. I understand the challenges that Hopedale has and believe Mitch would be able to guide them in working through those challenges.

- As Town Administrator, I have worked with Mitch in a number of ways, and I think very highly of him. He is skilled at grant writing and is an excellent Finance Committee member in Milford. We had a façade program and he helped us secure grant funding for it. We are going for a \$1 million-plus grant now for park improvements and he has been a major part of that.
- Mitch is a hard worker who is willing to take on challenges. He would be able to grow into the position of a Town Administrator. From what I've seen with his work on the Finance Committee and some subcommittees, he works well with residents and staff and he is committed. He gets along well with others and has a calm personality.
- He is strong in finance and budgeting and has extensive knowledge of grant writing.
- Mitch Initiated going for CDBG funding for recreation improvements in Milford. He is a strategic thinker who gets things done. He looks at the whole picture.
- He is thorough, provides good information and is excellent with follow-up. If he says he will get you more information or get back to you, he does.
- Mitch understands how local government works and recognizes community expectations. He is even keeled and a good listener. He is easy to talk to, and diplomatic and thoughtful in his responses. He is well prepared.
- If he doesn't know something, he's not afraid to ask questions.
- I like that Mitch recognizes people's contributions, both employees and volunteers. I enjoy working with him.