

13 Cadime

Shawn E. Cadime

36 Palmer Street, Fall River, MA 02724


scadime@gmail.com

Education:

University of Massachusetts Dartmouth, Dartmouth, MA
Master of Business Administration (Currently Enrolled)

Bryant University, Smithfield, RI
Bachelor of Science in Business Administration May 2002
Concentration: *Finance and Marketing* Minor: *Communication*

Experience:

May 2010- Present

City of Fall River, Fall River, MA
City Administrator

- Serve as Chief Operating Officer of the City
- Serving as Interim Chief Financial Officer of the City
- Review and sign all warrants, contracts, budget and financial orders
- Supervise the operations of the Executive Office of the Mayor, Community Development Agency, and others agencies, which report to the Mayor
- Monitor the budget, performance, and activities of the School Department, so as to assist and advise the Mayor in his capacity as Chair of the School Committee
- Direct the development and implementation of the City's strategic and capital improvement plans
- Direct the development and implementation of the City's \$249.9 million operating budget
- Monitor and assessment of budgetary and programmatic performance, analysis of municipal programs, and internal audit of programs and departments for efficiency, productivity, and effectiveness enhancements
- Ensure the fiscal security and programmatic integrity of the City's 4 enterprise funds
- Provide executive direction to the labor relations and collective bargaining functions for the City's 8 bargaining units
- Assist with the labor relations and collective bargaining function for the Fall River School Department
- Serve as the Community Representative for Diman Vocational School for the collective bargaining functions.
- Establish and implement a performance appraisal systems for management, supervisory, professional, and confidential employees
- Hire, terminate, and discipline employees in accordance with delegations of authority
- Represent the Administration at meetings of the City Council and, as required, at School Committee and other commission or board meetings
- Supervision over all Officers and Employees set forth in Article V of the Code of Ordinances of the City of Fall River
- Oversee the progress and monitor the financial budget for the \$53 million school construction project
- Appointed members to the Morton School Oversight Committee, which consists of elected officials and community members

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January 2006- May 2010

**School Committee, Fall River, MA
Vice-Chairman**

- Provided oversight to a district with 11,000 students
- Established and periodically reviewed educational goals and policies for the school district
- Reviewed and approved a budget for education in the district according to a process and timeline developed with the superintendent
- Worked to ensure that necessary funds are appropriated for the district and that a balance was maintained between needs and resources
- Oversaw the operation of the annual school budget
- Appointed the superintendent and other various leadership positions
- Prescribed additional qualifications for educator positions, beyond basic certification
- Acted as employer of school employees for collective bargaining purposes
- Engaged in advocacy on behalf of students and their schools and promoted the benefits of a-public school system to the community
- Established educational goals and policies for the schools in the district, consistent with the requirements of law and the statewide goals and standards established by the Board of Education
- Supported the development and promotion of the vision, mission, goals and strategies of the school system
- Served has the Chairman of the Finance Subcommittee

May 2003- May 2010

**General Dynamics, Taunton, MA
C4 Systems
Program Financial Analyst II**

- Provided complete financial analysis support and control to programs
- Collaborated with program teams to manage financial aspects of programs
- Prepared and analyzed program budgets
- Prepared, analyzed, and presented financial performances, budgets, and strategic plans to management
- Approved purchase requisitions for budgeted expenses
- Re-assessed profit projects according to actual bookings
- Assisted program staff with the monitoring of internal and subcontract costs
- Generated and analyze billing and payments
- Provided proposal preparation for contract changes and support of new business opportunities
- Contributed to long term strategic planning by forecasting orders, sales, EBIT, and cash flow for Quarterly Sales, Margin, and Investment Outlooks
- Participated in team contract negotiations with customers

June 2002- May 2003

**State Street, N. Quincy, MA
Securities Entitlement Services
Corporate Action Specialist**

- Researched and processed domestic non voluntary corporate actions
- Acquired essential confirmation via paying and transfer agents
- Administered and transmitted timely notifications to client(s)
- Processed and implemented the delivery of certificates
- Ensured timely allocation of payment(s)
- Reconciled entitlements and allocations

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July 2001- May 2002

Putnam Investments, Norwood, MA
Putnam Defined Contribution Plans
Technical Administrator

- Processed client related activity for Defined Contribution Plans
- Coordinated daily processing and work flow
- Processed transaction requests via image work queues
- Conducted quality control audits ensuring proper distributions of allocations
- Prepared an present reports for quality control purposes
- Transmitted wire transfer cutoffs meeting stringent deadlines

May 2001- February 2002

City of Fall River, Office of the Treasurer
Paid Intern

- Assisted Treasurer with tax liens and tax-title taken.
- Administered proper notification and advertisement of tax-title taken
- Implemented the legalities associated with tax-title taken and tax liens
- Maintained working relationship with Registry of Deeds, Water and Sewer Department and State Auditor

May 2000 – August 2000

City of Fall River, Office of the Mayor
Paid Intern

- Assisted the Mayor with community activities related to media and public relations
- Coordinated Mayor's press conferences
- Assisted in the management of the *Summer Lunch Program* and *First Night*

Accomplishments:

- Initiated an aggressive tax title program to reduce the City's delinquent taxes, which has led to the collection of \$6.6m in delinquent taxes within a three year period
- Aggressively Monitored and worked with the financial team to submit 4 years of outstanding audits within an 18 month period
- Worked with the Insurance Advisory Committee and Public Employee Committee to redesign the City's Health Care Plans, which led to a \$3.7 million savings in healthcare related costs
- Aggressively strengthened financial internal controls.
- Stabilized the City's long existing cash variance and have begun monthly cash reconciliation, first time since 1997
- Created the Mayor's Building Blocks Initiative, a neighborhood revitalization plan

Shawn E. Cadime
36 Palmer Street
Fall River, MA 02724
774-930-6142

November 22, 2013

Gail Schillinger
Municipal Resources, Inc.
120 Daniel Webster Highway
Meredith, NH 03253

RE: Seekonk Town Administrator

Dear Ms. Schillinger,

I have been made aware that the Town of Seekonk is currently seeking a Town Administrator. After doing some research and getting background information on the Town, I feel that my qualifications and experiences would be a perfect fit for the position.

As a brief description, I am the City Administrator for the City of Fall River, a population of approximately 90,000 and an operating budget of \$249.9 million. When I first took the position as City Administrator the City's financial situation was unsteady and the outlook was bleak. The City was faced with a \$3 million sewer deficit, \$6.6 million in delinquent taxes, and a depleting workforce that seen its staffing levels in the police department cut by 60 positions and another 30 positions in the Department of Public Works. In addition, the City was behind on 4 years of financial and single audits, which resulted in non-certification of the annual tax rate. The City's stabilization account had been drawn down to just \$500,000.

In just three short years, the city has been able to strengthen its financial position. I was able to implement an aggressive tax-title initiative that collected \$1.7 million in delinquent taxes within the first 7 months of the initiative. Currently the City is on target to collect another \$6.6 million over the last three fiscal years. In addition, the City has submitted all of its outstanding audits and its Fiscal Year 2011 audits were the first audits to be submitted in a timely manner since 2005. The City has just had \$8 million in free cash certified, which will help to bolster its depleted stabilization fund.

As lead negotiator, I have been able to lead the negotiating team and settle several collective bargaining agreements. One of the more significant agreements we were able to reach was with AFCSME. A one year MOU was signed, which allowed the City to reduce salaries for 235 employees by 8.5%. This MOU saved the City just under \$1 million and helped the City to avoid another round of mass layoffs. In another cost saving effort, the negotiating team was able to work with the Insurance Advisory Committee and the Public Employee Committee on the City's new plan design. This agreement alone will bring a one year \$3.7 million healthcare cost savings to the City. Through the refunding of bonds and using State Qualified Bonds I, along with the

finance team, were able to save the City \$6m in long-term interest, of which \$1.3 million savings will be recognized in Fiscal Year 2014.

I hope this brief description highlights some of my accomplishments and shows how I could be an asset to the Town of Seekonk. Attached you will find my resume, which contains additional information on my experience and skills. I would appreciate the opportunity to further discuss the position with you and to provide further information on my candidacy. I can be reached anytime via my cell phone, 774-930-6142. Thank you for your time and consideration. I look forward to speaking with you about this exciting opportunity.

Sincerely,



Shawn E. Cadime

Gail H. Schillinger

From: Shawn Cadime <scadime@gmail.com>
Sent: Friday, November 22, 2013 10:06 AM
To: Gail H. Schillinger
Subject: Seekonk, MA Town Administrator
Attachments: Cadime Shawn E Resume.pdf; Letter of Intent Town of Seekonk.pdf

Please find attached my letter of intent and resume for the Seekonk Town Administrator position. Should you have any questions or require additional information please do not hesitate to contact me.

RE: Town Administrator Recruitment Essay Questions

1. I believe that a great manager is hands-on and provides guidance, direction, and leadership, while encouraging an open line of communication and a team atmosphere. In addition, they must welcome and seek feedback and input from other managers, employees and stakeholders. In order for a manager to be truly successful, they need to possess the ability to multitask and be progressive thinkers. Managers should not be focused on just the task at hand, but should be constantly analyzing situations in order to identify ways to further improve on the effectiveness and efficiencies of the services that are delivered to constituents and/or stakeholders. By utilizing this management philosophy, I believe that managers are better positioned to do more with less, and get better results from limited resources, which is an essential requirement of managers.

a) Economic & Community Development

I believe that a strong Public and Private Sector partnership is essential for economic development. I have served as the mayor's representative in these two areas, building strong relationships with the Fall River Office of Economic Development (FROED), the Fall River Redevelopment Authority (FRRA), and the Fall River Chamber of Commerce just to name a few. Working closely with FROED, I sat on the Tax Increment Financing (TIF) board and have encouraged new development and job creation for the City of Fall River. The TIF board has been very aggressive and just within the last year we have seen more than \$15m in new growth projects with over 200 new permanent full-time jobs being added to the area.

Working with the mayor, FROED, and the city council we were able to pass a new Waterfront and Transit Oriented Development District, a Medical District, and the establishment of Ch 40v Housing Development Incentive Program (HDIP), all this with the intent of stimulating and promoting economic development throughout the city. I have also assisted the Redevelopment Authority with the location of the city's first new solar farm, which required the sale of land and the negotiation of a Payment in Lieu of Taxes (PILOT) agreement.

In regards to Community Development, I worked closely with the Director of Community Development, to develop the Community Block Grants budget for HUD and solicited public input on the spending of the Home Program. Through the community development agency, I was able to create the Building Blocks program, which has been well received and promoted by the Attorney General's Office as a benchmark for other communities. The Building Blocks Program

targets blighted and vacant property, address nuisance abatement and code enforcement issues, quality of life enhancements, and public infrastructure improvements to build better neighborhoods throughout the city.

b) Procurement

I have worked with the purchasing agent to ensure that all procurements and projects follow Chapter 30B of Massachusetts General Law. I created a Purchasing Committee to review and update the city's cumbersome and outdated purchasing policy. Additionally, we have managed many large projects, which include the sale of 15 vacant schools, multiple renovation projects within government center, new school construction, and renovations of parks and playing fields.

c) Budgeting & Financial Management, Capital & Strategic Planning

During 2010, the City of Fall River was faced with some challenging financial times. Between Financial and Single Audits, the city had 8 years worth of audits that had yet to be submitted to the Department of Revenue (DOR) and the Federal Government. The city's tax certification was in jeopardy, cash was only being reconciled at year-end and there had been a cash variance of \$650,000 for over a decade. Upon taking the position of city administrator in 2010, I immediately implemented weekly finance meetings for the Finance Department, in hopes of creating a team atmosphere and improving communication between the various divisions. The Finance team underwent major changes. As a team, we were able to complete 8 years of audits in a period of a year and a half, reconcile the \$650,000 cash variance that had been identified since the late 1990's, reconcile cash on a monthly basis, and improve the city's Standard and Poor's Bonding rating from BBB to A-, the first upgrade since 2003.

Additionally, I focused on improving and strengthening the internal controls that had allowed the deterioration of the city financial picture and began updating and creating new financial policies that were lacking. I instituted an aggressive Tax Title policy that has allowed the city to collect over \$7 million in three years. The city's budget development process was completely overhauled to begin the process earlier and included a three-year financial outlook, a debt and capital improvement plan, and a cash flow report. And as city administrator, I served as team leader during the budget process, which included the city auditor and city treasurer. We worked with various department heads to develop a \$250m operation budget, which includes four enterprise funds.

2. Detailed below is a small sample of large projects that I have been involve with and that help to illustrate my experience.

Matthew J. Kuss Middle School

As a member of the school committee, I served on The Matthew J. Kuss Middle School Oversight Committee. We were responsible to work with the designer and OPM to review and approve contract invoices and change orders and to ensure that the project was within budget. The Kuss Middle School was built at a cost of \$60 million, with a commitment of up to \$48 million in funding from the Massachusetts School Building Authority. The project entailed construction of a new 177,633 square-foot completely modernized facility, which opened in 2009.

James Madison Morton Middle School

The Morton Middle School was built at a cost of \$53 million, with a commitment of up to \$37 million in funding from the Massachusetts School Building Authority (MSBA). The project entailed construction of a new 130,600 square-foot completely modernized facility, which opened its doors to students this school year. Working with the School Department and MSBA, I was able to get a project approval for construction, which required negotiations between MSBA and the city for the acceptable square footage for the school. This project also required the selection of an Owner's Project Manager (OPM). In addition to the selection process of the OPM, I worked with the Massachusetts Finance Oversight Board to get approval for the State Qualified Bond Act, which saved the city significant money in long-term interest. And as the project was underway, weekly meetings were held with my finance team and the OPM to ensure cash flow was adequate and that the project timeline was being met and was within budget.

ESECO – Energy Efficiency Initiative

The Energy Efficiency Initiative is a multi-phase energy efficiency initiative and renewable energy project with each phase costing roughly \$5 million. The first phase of a comprehensive Energy Savings Performance Contract (ESPC), which has just completed, is expected to save the City more than \$2.7 million in energy savings over the life of the contract. The contract work also is expected to reduce Fall River's carbon footprint by 25.8 million pounds of carbon dioxide over the contract term. The ESPC incorporated a \$650,000 federal grant, and will include the installation of more than 3,400 energy efficient light fixtures in two City schools and the Government Center with no capital cost contribution from the City's budget. Additionally, the

initiative includes a Power Purchase Agreement (PPA) with the City for Ameresco to design, build, own, operate and maintain four solar PV electricity-generating systems. It was my responsibility for getting the project and bond approval from the city council and working with the Director of Public Works to oversee the project and its cash flow.

Other Various Projects

Other various projects that I have overseen have been yearly road construction projects using our annual \$2 million of Chapter 90 money, yearly Water infrastructure projects costing \$5 million per year, and work on the Sewer Department's \$180 million Combined Sewer Outflow project.

Projects can often be controversial and sometimes divisive, which can often lead to conflict within the community. Through past project experience, I have found that if you are willing to listen to the concerns of those involved or the stakeholders of the project, have an open line of communication, are transparent and honest through the entire process of the project you are able to minimize most conflicts. Most often then not, those who are not in favor of a project tend to be very passionate about a cause or an advocate of the community. Understanding their passion and reasons for opposition can often help to mitigate their fears. I have often come up with detailed plans addressing constituent concerns and/or at outlined how we plan to minimize the concerns.

In regards to creative financing, without knowing the exact details of a project(s) it is difficult to come up with creative ideas for funding possibilities. I generally look to see if there are multiple projects that can be started together to help minimize the duplication of costs. For example if a construction project is on-going and it requires road work or the opening of roads, I would look to see if there are any infrastructure projects that are planned, i.e. water and sewer that can be piggybacked off that cost of opening the street in order to maximize the return on the funding. I look at all funding possibilities; bonding, federal and state grants, CDBG money, Chapter 90 monies, review the operational budget to identify costs that can be covered through the project, see if there is an opportunity to partner with another communities for cost sharing of a project, and see what state projects that are on-going in the area that we might be able to justify including into their scope of work. I also maintain a very good working relationship with our state and federal delegation and often call them to see if they have any funding leads that could be applicable to our project.

3. I have significant experience within the Human Resource Department. I have taken a very hands-on approach with all HR issues even though the City of Fall River has a Director of Human Resources.

a. Negotiating and Administering Collective Bargaining Agreements

I have extensive experience in negotiating and administering Collective Bargaining Agreements (CBA) having been the lead negotiator for the city and having completed 15 CBAs. The city's nine Collective Bargaining Units represent about 750 full-time City Employees. As a former school committee member, I was also part of the negotiation team for the school department, which has 19 Collective Bargaining Units. As city administrator, I served as the mayor's representative for negotiations between the School Department and the Fall River Teachers Association, which represents 800 teachers city.

In addition to the negotiations of CBAs, I was also the lead negotiator for the city during our work with The Public Employee Committee to negotiate healthcare plan design. I have also worked closely with the various department heads in administering CBAs and have had an active role in all grievances and hearings for the various bargaining units.

b. Motivating and Communicating with Employees

Employee motivation is critical to maintaining productivity. As you know there are several factors that influence motivation, including pay, career opportunities and positive relationships with co-workers. As a manager it is just as important to understand the role of communication in employee motivation. During the city's financial difficulties and when I first took the position of city administrator, I found it was the most basic communication errors that lead to employee dissatisfaction and attributed to the problems that the city faced.

With addressing the city's financial problem as the main priority, I began to analyze the financial department. I quickly noticed that there was a clear breakdown in communication amongst the financial divisions, which created a lot of infighting. I in turn tried to facilitate effective communication between the finance departments. I first started with weekly finance meetings to open the line of communication and to ensure that we all had the same information, knew what problems each division faced, and that we all worked on a plan to address those issues as a team. By continuously stressing a team atmosphere on a weekly basis and constantly asking for input, I

soon received buy-in to the team concept and saw a drastic change in employee motivation and job performance. I used this similar approach with other departments and soon implemented monthly “cluster meetings”, which ensured that the divisions within the departments were meeting, communicating, and promoting a team atmosphere.

c. Implementing and Employee Review System

I have always been a proponent of employee evaluations for a number of reasons. They inherently force communication between the supervisor and the employees, outline the expectation for the employee, provide an opportunity for feedback and job development, force employee’s to set personal goals and objectives, and are a great tool for progressive discipline when needed. For these reasons, I made incorporating employee evaluations into CBAs a priority for the city. Two years ago, I was successful in negotiating the very first employee evaluations into the AFSCME CBA, where we are now allowed to perform evaluation on over 200 employees. And last year, I was successful with incorporating evaluations with the Police Department’s three collective bargaining units. Every year, per contract supervisors are to perform employee evaluations. Along with the Director of Human Resources, I reviewed all evaluations to ensure that they are substantive, fair, and complete.

d. Administering Discipline

As mentioned above, I have taken a very active role in human resource issues including discipline. I have had to issue written warnings, suspensions and unfortunately terminations at both the union and non-union level. I am a firm believer in accountability and believe there is a benefit to using progressive discipline. When administering disciplinary actions, I would like to think that I have always been firm but fair with employees and managers.

In my opinion if progressive discipline is handled properly, it is an effective tool and will assist the employee to understand that a performance problem or opportunity for improvement exists. And also enables the city/town to fairly, and with substantial documentation, terminate the employment of employees who are ineffective and unwilling to improve.

One of the most challenging tasks that I faced as city administrator was getting supervisors to document disciplinary actions and create a file on the employees. Trying to break a culture where managers avoid confrontation is difficult, but having employee evaluations helped to lay the foundation for the use of progressive discipline.

4. Having a number of elected boards and elected officials who have authority over various town departments/operations and having town employees taking direction from those elected officials can be very challenging if not managed properly. In order to minimize conflict and ensure that policies are implemented fairly and consistently there needs to be communication, communication, and more communication. First and foremost, strong communication between the elected officials and the town administrator is an essential requirement in order to promote a positive working relationship and in order to meet the needs and various agendas of all parties.

Second, clear and tangible goals and objectives for each department should be identified and mutually agreed upon by the elected officials and the town administrator so as to ensure that all parties are working toward a common goal. Third, there needs to be structure. The roles and responsibilities of the elected officials and the town administrator need to be clearly defined and understood by all parties.

Fourth, policies and practice need to be outlined for each department and those practices and policies need to be fair and consistent across the various departments and not conflict with the goals and objects that have been clearly defined by the elected officials and town manager. If policies and practices are truly fair and consistent they almost always police themselves and ensure that those practices and polices are sustainable when challenged or questioned. Finally, the town administrator should serve as the intermediary between the board of selectmen and elected boards in order to ensure that proper, timely and accurate information is shared amongst the town and its elected officials.

5. As a former elected official, I understand just how important community engagement is to the success of a municipality. Community engagement has allowed me to build important business and constituent relationships outside of the office, while also helping me to further improve the trust and accessibility of local government. My family and I have always made it a priority to be active in the community and have taken pride in our commitment to community service. We have served on boards for a Wish Come True, helped promote fundraising events for the local Boy's and Girls Club, The Durfee High School Band and the Booster Clubs, Katie Brown Foundation and the Bristol County Children's Advocacy Center to name a few.

Whether it be attending local sporting event, community events, or taking phone calls late at night, I have always approached the position of city/town administrator as a 24-hour job, which does not end when I leave the office. As city administrator, I have tried to improve community engagement by helping the city expand its neighborhood groups. And aside from having a liaison at their monthly meetings, I implemented a monthly roundtable at Government Center with the presidents of the neighborhood groups. This has proven to be extremely effective in providing a forum to discuss constituent concerns and also promoting the city's vision and upcoming activities.

If given the opportunity to serve as Seekonk's Town Administrator, one of my priorities during the transition would be to identify the various community groups and hold small intimate meetings or lunches to listen to what they have to say about their community in order for me to fully understand their perception and vision for the Town and provide me an opportunity to advocate on behalf of the Town.