

Cover Letter

**HEATHER MUNROE**

September 24, 2023

Municipal Solutions

Re: Winchendon Town Manager Search

To Whom it May Concern:

I am writing to express my interest in the Winchendon's Town Manager position. I believe that Winchendon offers an appealing opportunity for advancement in my municipal career. As a trained attorney and a seasoned municipal official, I am studious about continuing to expand my skill set and experience in the field of Town Administration.

In reviewing the Town Profile provided by Municipal Solutions, the Town Manager's 2022 goals, and other Town documents, I am excited at the prospect of working for the established and growing team in the Town of Winchendon. I have dedicated my professional life to public service during the past 12 years by serving in various roles in municipal government in a city and several towns, in the roles of Assistant City Clerk, Town Administrator, Interim Town Administrator, Outside Consultant, Senior Services Director, and Select Board Member.

Some of my favorite aspects of the profession over the years have been: regular board, committee, commission meetings with representatives from all Boards; a grant and related work for a risk assessment; a grant and the implementation of Questica financial software that allowed for the creation, scenarios, and forecasting of a Town's budget; creation and monitoring of a Town's cash flow analysis; participation in local community events; succession planning; updates and addition of contracts, and Town materials onto Town websites; Town Meetings; and working directly with department heads and elected and appointed officials.

With more than six years in the role of Town Administrator, I have learned that it is critically important to both the community I serve's success as well as my own, to be the right person at the right time for the community I work for. As an innovative and energetic municipal manager with a history of leadership experience and a focus on transparency and communication, I believe I could be the right person to partner with the Select Board and serve the community in the Town Winchendon. I am enthusiastic about the opportunity to learn more about the Town.

I have attached my resume for your review. Thank you in advance for your time and consideration.

Heather M. Munroe

Enclosure

**Resume**

**HEATHER MUNROE**

**PROFESSIONAL SUMMARY**

Educated professional who has dedicated her professional career to public service through more than 12 years in a supervisory capacity, with countless hours of volunteer service with non-profit organizations, with a focus on transparency, operational efficiencies, and customer service.

**PROFESSIONAL EXPERIENCE**

**TOWN ADMINISTRATOR, May 2022– Present**  
Town of Paxton| Paxton, MA

- **Constituent Services**- Responsible for working with residents to address concerns and issues as they arise. Regular communication with legislative staff and state departments.
- **Financial Management** – Responsible for reengineering the Town’s budget document, increasing clarity, efficiencies for departments, and transparent communication of information to the public.
- **Grants** - Responsible for identification and application of grants to benefit the Town and improve Town Services.
- **Human Resources** - Responsible for evaluating the need for new or unfilled positions, hiring materials, and strategy. Responsible for handling ADA matters, employee performance issues, collective bargaining, and recommending personnel policies.
- **Procurement** - Serves as the Chief Procurement Officer for the Town. Responsible for assisting with determination of specifications on materials and services, preparing all bidding materials, contract preparation and management on more than 20 projects in the past year.
- **Project Management** - Responsible for project management for many Town projects, including: research, acquisition and transition to VOiP phone system; request, procurement compliance, guiding documents, and regular management of State Earmark for MBTA Adjacent Community Zoning Bylaw and creation and revamp of Town’s Zoning Bylaws; request, procurement compliance, and project implementation for State Earmark for Department of Public Works building modifications including a septic system, bathroom, and automatic gate; and project specifications, procurement, and oversight for security camera system for the Town’s elementary school.

**DIRECTOR OF SENIOR SERVICES, Jul 2020 – Present**  
Town of Wellesley| Wellesley, MA

- **Customer Service** – Provide a high level of responsive customer service to an average of 4,000 seniors a year aged 60–112.
- **Financial Management** – Responsible for budgeting and managing the department’s funding of approximately \$500k of taxpayer funds, \$50k of revolving funds, \$65k of EOE grant funds, and \$400k of gift funds. Manage the Department’s turnovers, transfers, and all financial transactions.
- **Grants** – Identify departmental needs and proper funding sources. Apply for annual and one-time grants as needed.
- **Personnel Management** – Oversee and manage a staff of five full-time and five part-time employees.
- **Program Management** – Work with the activities team to design, plan, and provide daily programs.

**INTERIM TOWN ADMINISTRATOR, Feb 2020-Jun 2020**  
Town of Barre| Barre, MA

- **COVID-19 Crisis Management** – Worked closely with the Emergency Management Team to coordinate meetings, share information, provide consistent updates, and keep the Board of Selectmen apprised. Managed constituent relations and public information during the crisis. Collaborated with community partners to keep the team updated and connected all possible resources to meet and enhance constituent needs.

**HEATHER MUNROE**

- **Collaboration** – Worked under the guidance and direction of the Board of Selectmen to bring on board all departments for a unified purpose of keeping employees safe and providing a high level of constituent services.
- **Daily Operations** – Handled day-to-day Town operations with direction and guidance from the Board of Selectmen.

**COUNCIL OF AGING (COA) STAFF CONSULTANT, Oct 2019–Jun 2020**  
Town of Wellesley| Wellesley, MA

- **Operations Analysis** – Reviewed and analyzed all operations and processes of the COA. Worked with staff to identify areas of concern and collaborate on remedies. Documented operations and processes and use of current and future staff.
- **Policies** – Worked closely with Town Counsel and staff to ensure policies followed town bylaws and state laws, and drafted and recommended comprehensive policies to the Director and COA board.
- **Procedures** – Reviewed procedures and processes, analyzing existing practices, working with staff and the board to write and recommend procedures and changes to current practices.
- **Transportation** – Oversaw the COA’s transportation system and worked with the transportation team, the COA board, the Director, and MWRTA to reconfigure operations and practices.

**VOLUNTEER ATTORNEY, Aug 2019–Oct 2019**  
Worcester Court Service Center| Worcester, MA

- **Customer Service** – Greeted customers and managed triage of pro se litigants’ legal issues.
- **Legal Guidance** – Met with walk-in pro se litigants and assisted with issue spotting, completion of legal forms, and instructions for procedural steps.

**TOWN ADMINISTRATOR, Nov 2016–Aug 2019**  
Town of Ashburnham| Ashburnham, MA

- **Collective Bargaining** – Negotiated four separate union contracts, handling grievances, creating MOUs, and going through mediation.
- **Chief Procurement Officer** – Trained in procurement relative to goods and services and construction. Worked with committees and consultants to create bidding documents from financial software for gutter replacements and installation of HVAC systems.
- **Human Resources** – Oversaw and managed Town’s HR systems, advertised and interviewed personnel, wrote job descriptions, managed the wage and classification chart, and administered and oversaw Town personnel policies and the Town’s Personnel Bylaws.
- **Communication** – Started quarterly Community Engagement meetings to work with Town officials, volunteers, and community organizations to collaborate and share resources to improve community services, provide for the needs of the community, and foster relationships.
- **Financial Management** – Worked under the State’s Community Compact Cabinet program to procure and implement Qwestica budget software to update the Town’s \$17 million dollar budget from Excel to a manageable and trackable software program.

**TOWN ADMINISTRATOR, Mar 2014–Nov 2016**  
Town of Southampton| Southampton, MA

- **Budgeting** – Worked closely with Division of Local Services (DOR) to implement changes to the budget process. Collaborated with the finance team to prepare annual budget.
- **Collective Bargaining** – Worked with department heads, elected officials, finance departments, and representatives of three unions to negotiate three-year contracts.
- **Communication** – Started monthly department head meetings and monthly representative committee meetings to foster communication and sharing of resources and information.

**HEATHER MUNROE**

- **Financial Management** – Worked with the Finance Department to reinstate bond rating in 2014. Implemented free cash policy which was utilized by the Special Town Meeting in January 2015 to build reserve funds. Formed Finance Team.
- **Procurement** – Created and launched Town’s first purchase order system.
- **Website** – Researched and redesigned new WordPress website with volunteer, maintaining costs below \$500/annually.

**CITY CLERK (ACTING CITY CLERK/ASSISTANT CITY CLERK/LICENSE CLERK), Jul 2011–Feb 2014**  
City of Haverhill| Haverhill, MA

- **Agendas** – Worked with IT department to digitize agenda and provide all documents as attachments available to the public electronically.
- **Elections** – Restructured training session for 120+ poll workers into split sessions and by content. Revamped distributions of materials to maximize efficiency of preparations for each election over the 21 various locations in the City. Redesigned absentee ballot application processing within the office to minimize handling over the course of a calendar year.
- **Licenses** – Created Excel workbook and word mail merge license capabilities to expedite process. Handled paperwork and correspondence for over a hundred licensees. Prepared and presented case histories to the License Commission for Show Cause Hearings. Worked closely with the Police Department and the ABCC.
- **Vitals** – Created and formatted writable PDFs for all vital documents to limit the time required to create each document and to expedite corrections to previously hand-typed documents.

**VOLUNTEERING/PRO BONO WORK, Aug 2010–Jun 2011**

**AMERICORPS VOLUNTEER IMMIGRATION ATTORNEY, Aug 2009–Jul 2010**  
International Institute of Lowell| Lowell, MA

- **Casework** – Handled full caseload of family-based immigration cases. Established and ran a walk-in clinic.
- **Office Management** – Provided office support for off-site directors. Handled day-to-day operations of the office.
- **Staff Coordination** – Created volunteer opportunities, recruited for openings, and managed all volunteers. Established, managed, and staffed donation room.

**ADDITIONAL EXPERIENCE and VOLUNTEER WORK**

**PROGRAM COMMITTEE CHAIR, 2023**  
Small Town Administrators of Massachusetts (STAM)| MA

**PUBLIC SAFETY BUILDING COMMITTEE (MEMBER), 2023–Present**  
Town of Hubbardston | MA

**CABLE & COMMUNICATIONS COMMITTEE (EX-OFFICIO MEMBER), 2023–Present**  
Town of Paxton| MA

**ECONOMIC DEVELOPMENT COMMITTEE (EX-OFFICIO MEMBER), 2023–Present**  
Town of Paxton| MA

**SELECT BOARD (ELECTED MEMBER), 2021–Present**  
Town of Hubbardston | MA

**TREASURER, 2018–2023**  
Lovewell Pond Sportsman Club Association | Hubbardston, MA

**HEATHER MUNROE**

**PRO BONO IMMIGRATION ATTORNEY (IMMIGRATION LEGAL ASSISTANCE PROGRAM), 2015–2023**  
Ascentria Care Alliance | Worcester, MA

**BOARD OF DIRECTORS (MEMBER), 2020–2022**  
THRIVE | Marlborough, MA

**ELECTION WORKER, 2020–2021**  
Town of Barre | MA

**PRO BONO ATTORNEY, 2019–2020**  
Community Legal Aide | MA

**TECHNOLOGY COMMITTEE CHAIR, 2019–2020**  
Massachusetts Municipal Human Resource Association (MMHR) | MA

**VICE CHAIR, 2018–2020**  
Small Town Administrators of Massachusetts (STAM) | MA

**PROGRAM COMMITTEE (MEMBER), 2017–2020**  
Small Town Administrators of Massachusetts (STAM) | MA

**TREASURER, 2016–2020**  
Massachusetts Municipal Human Resource Association (MMHR) | MA

**BOARD OF DIRECTORS (MEMBER), 2016–2020**  
Massachusetts Municipal Human Resource Association (MMHR) | MA

**PROGRAMMING COMMITTEE (MEMBER), 2017–2018**  
Massachusetts Municipal Managers Association (MMMA) | MA

**BOARD OF DIRECTORS (MEMBER), 2016**  
Neighbors Helping Neighbors | South Hadley, MA

**GIRL SCOUT FACILITATOR, 2013–2014**  
Girl Scouts of Eastern Massachusetts | MA

**GIRL SCOUT VOLUNTEER (SERVICE UNIT COORDINATOR/LEADER/FACILITATOR), 2002-2014**  
Girl Scouts of Eastern Massachusetts | Haverhill, MA

**BOARD OF DIRECTOR MEMBER (CLERK/HGG COORDINATOR), 2010–2014**  
Winnekenni Foundation, Inc. | Haverhill, MA

**BOARD OF DIRECTOR MEMBER, 2009–2013**  
Haverhill's Brightside, Inc. | Haverhill, MA

**MENTOR, 2011–2013**  
Haverhill Youth Mentoring Network | Haverhill, MA

**DIRECT CARE YOUTH WORKER, 2008**  
NFI Massachusetts, Inc | Amesbury, MA

