

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 Dean's List Fall 2020  
Grand Canyon University

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

**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.