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Background Summary

Twenty years experience as a Chief Administrative Officer and Chief Executive Officer in municipal governments with tourism economies including positions as Town Administrator of Sturbridge, MA; Village Manager, Monticello, NY and County Manager, Alamosa County, CO.

Professional Experience

1994 to Town Administrator, Sturbridge, MA
Present (Population 10,000 – Seasonal 25,000)

I serve as the Chief Administrative Officer and am responsible for the administration of all town departments and functions. These responsibilities include the administration of a \$23 million General Fund budget, finance, labor relations and personnel administration, purchasing, program development, management of the capital program, public works, police, fire, water, sewer, planning and other departments. I serve as the appointing authority for all town departments and multiple member bodies, except those elected under the town charter.

Specific Accomplishments during my tenure:

- Working with the Board of Selectmen, facilitated the strategic planning process termed “Dialogue for the Future” which resulted in the current strategic plan being used to guide the Town.
- Assist in coordinating the activities of the Community Preservation Act Committee and I recently proposed and completed the largest acquisition of open space using CPA funds in Massachusetts where the town acquired 826 acres of land from Old Sturbridge Village with 50% of the cost of acquisition coming through a cooperative effort with the State.
- The development and construction of approximately \$45 million in capital infrastructure improvements related to roads, bridges, water/wastewater services to meet growth demands of residents and businesses as well as addressing issues related to aging systems. This has included an upgrade to the town’s wastewater treatment plant to increase capacity by 50% in 1994; planning for the replacement of the wastewater treatment plant with a \$20 million plant. The new plant being proposed uses a new, innovative technology called “Bio-Mag” that will reduce the cost of the plant over other technologies and provide improved environmental performance at lower operating costs (currently being reviewed by USEPA). This also includes a five-phase sewer line construction project that expanded the customer base from 400 to over 1900 customers as well as upgrading and expanding both the water supply and distribution systems.
- Develop and update annually a five-year financial forecast including forecasts for revenues, expenditures, projected tax rates, capital budget and road construction management plan. I have also developed comprehensive fiscal policies that have been approved regarding reserves, debt management and capital management.
- Revised the Town’s Personnel Policies and developed and implemented a merit-based pay plan that has been in place for ten years. I conduct an annual salary survey of 10 similar towns and developed personnel policies to ensure the Town remains competitive to retain the best staff.
- Successfully negotiated collective bargaining agreements and with the Town’s five unions.

1992 to Village Manager, Monticello, NY
1994 (Population 7,500)

Monticello is a full service municipality with Police, Fire, Public Works, Sanitation, Water and Wastewater Systems, Parks & Recreation, Code Enforcement and administrative divisions. I served as the Chief Executive Officer of the Village and was responsible for all management functions.

During my tenure as Village Manager, I accomplished the following:

- Improved the financial and budgetary management of the Village to address an inherited General Fund deficit of approximately \$1.5 million and to improve fiscal controls.
- Re-established internal grant management to improve management control of forthcoming grants after years of grant administration by the county.
- Conducted a re-codification project of the Village Code to reflect the changing needs of the community and to provide a more user-friendly code by removing ambiguities and making an easy to understand for residents and businesses. The re-codification was undertaken internally to improve availability and future electronic modifications.
- Negotiated contracts with the five collective bargaining units, handled all grievances and personnel issues in a civil service system.
- Computerized all administrative and financial components of the Village.
- Proposed the creation of a City Charter Commission to study and write a city charter in an attempt to become the first new city in New York in over 50 years. Served as an ex-officio member of the City Charter Commission and drafted the City Charter that received approximately 90% approval of the vote in the 1994 election. The Charter was forwarded to the State Legislature for approval and would have resulted in the generation of new revenues through sales tax, which would have allowed the Village to reduce property taxes by approximately 80%.

1988 to County Manager, Alamosa County, CO
1992 (Population 14,000)

I served as the Chief Administrative Officer for an active county government and was responsible for all management functions and executing the policies of the Board of County Commissioners. This included development of the annual budget, personnel administration, daily administration and other duties related to the management of public works, social services, land use and planning, public health and other departments. I also worked with and provided professional assistance for the elected offices of the County Clerk, County Assessor, County Treasurer and County Sheriff.

During my tenure as County Manager, I accomplished the following:

- Successfully implemented a budget reduction program to balance the budget.
- Developed the County's first comprehensive personnel policies and conducted a salary survey to ensure the County was competitive.
- Developed a capital planing process and implemented the first long-term capital planning program for the County.
- Identified public improvement projects to address the County's needs, these included reconstruction of the social services building after a fire, the renovation of the county courthouse to address overcrowding issues and the construction of a several mile long new roadway that connected the Great Sand Dunes National Monument with another roadway leading to the downtown area.
- Improved intergovernmental relations between the City and County to address problems related to joint services, including the airport, library system, landfills, ambulance, parks and recreation.
- Reorganized the County's public works road management from maintenance of gravel roads to an annual paving program for approximately 250 miles of paved roads and 500 miles of gravel roads

Additionally, increased citizen involvement; improved relations with the media; redirected the economic development goals and coordinated the implementation of a county-wide E911 system.

1987 to Assistant to the County Manager & Budget Intern
1988 Arapahoe County, Colorado
 (Population 410,000)

I was responsible for projects and project management as directed by the County Manager. Projects included coordinating a more efficient process for managing the property assessment grievance process (over 20,000 petitions per year); coordination of a rural grievance program; overseeing the County Commissioners' quarterly newsletter and other programs as the County Manager required. I also worked as a budget intern (June – November 1987) and was responsible for various projects in the budget department including developing the County's first five-year financial forecast.

1987 Legislative Aide, Representative Bill Owen
1987 Colorado State Capitol

Legislative Aide to a state legislator. Responsibilities included constituent services and coordination of a constituent survey, monitored house and senate debates.

Education

1987 Master of Public Administration (MPA)
 University of Colorado

1984 BA – Political Science
 Mesa State College, Colorado

Additional Information

Since 2003 ICMA Credentialed Manager

2001 – 2003 Served on the boards for Massachusetts Municipal Managers Association, Massachusetts
& 2006 - Present Municipal Association, Massachusetts Municipal Association Fiscal Policy
 Committee and on the Local Government Advisory Commission. I am also the Chair of the
 ICMA Boston 2013 Conference Host Committee