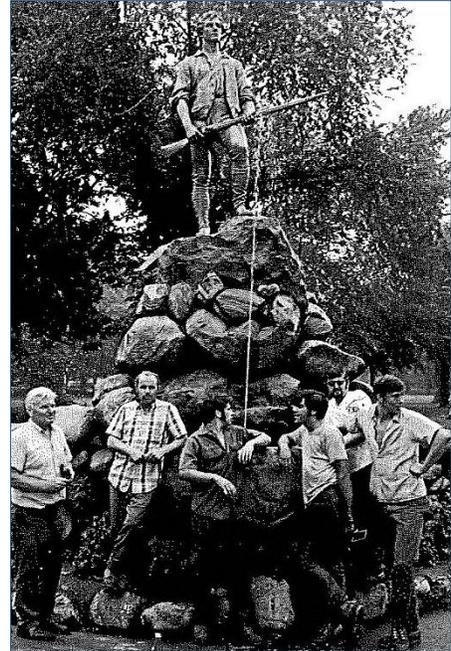


## SECTION 3 – EMPLOYMENT RECORD

### A CAREER OF MUNICIPAL PUBLIC WORKS SERVICE

With 37 years of committed service to the Town of Lexington, Bill Hadley has served in several positions in the Department of Public Works. Beginning his career as a laborer in the Water Division in 1976, Bill was promoted to meter repair/light equipment operator in 1979, and later to foreman in 1985. In 1987, he earned the position of Water and Sewer Superintendent and served in that role until his appointment as Director of Public Works in 2000. This broad experience has afforded Bill a strong understanding and appreciation for all functions and operations at all levels and, most importantly, has resulted in a refined ability to recognize areas that need improvement. (At right is a vintage photograph of Bill with co-workers at Lexington Green in his early days with the DPW.)



Bill provides leadership, management, and oversight for a 14-division public works department with over 91 employees serving more than 31,000 residents. He is responsible for the maintenance of all town roads and bridges (284 miles); engineering; parks/playgrounds (21); public buildings (14); sewer and water mains (154 miles); sewage pumping stations (9); snow removal operations; refuse collection, disposal, and recycling; and the regional household hazardous products collection facility.



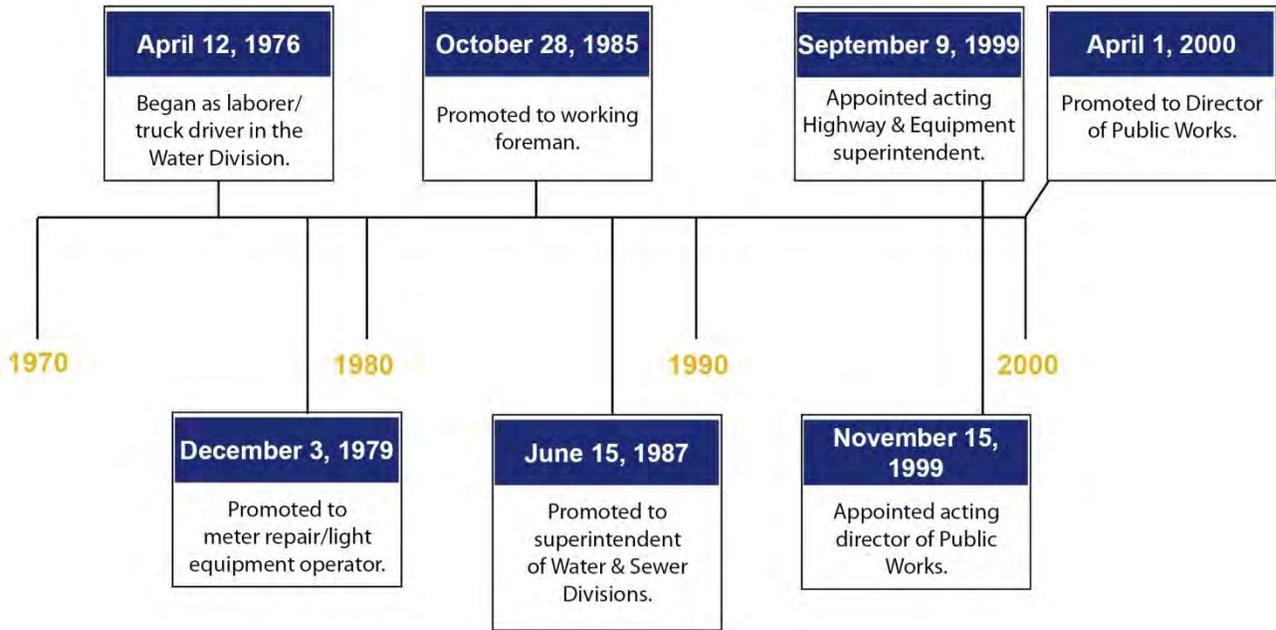
Bill is charged with oversight of an annual operating budget of \$26.4 million and annual capital budget of \$13.6 million. **Maintaining aging infrastructure and ongoing capital improvements in a historic community hosting 100,000 tourists annually is a daily challenge facing Bill. He meets this challenge with competence in public service and commitment to sustainability and innovation.**

Overseeing infrastructure maintenance within any municipality is of the utmost importance. The cost to a community of improperly maintained infrastructure can be immense and compound rapidly. Bill Hadley has been a leader in maintaining the Town's municipal water system, which draws water from the Massachusetts Water Resources Authority (MWRA). He has been recognized by the MWRA for his leadership as a member of its advisory board as well as for his efforts to achieve water conservation. He has further been recognized for his achievements since being elected to the Executive Committee. The Town's efforts to control costs related to waste disposal have been greatly enhanced by Bill's work to encourage residents to recycle. Lexington has one of the highest recycling percentages in the area as efforts are made by the Town to redirect materials from the waste stream. With regard to regional

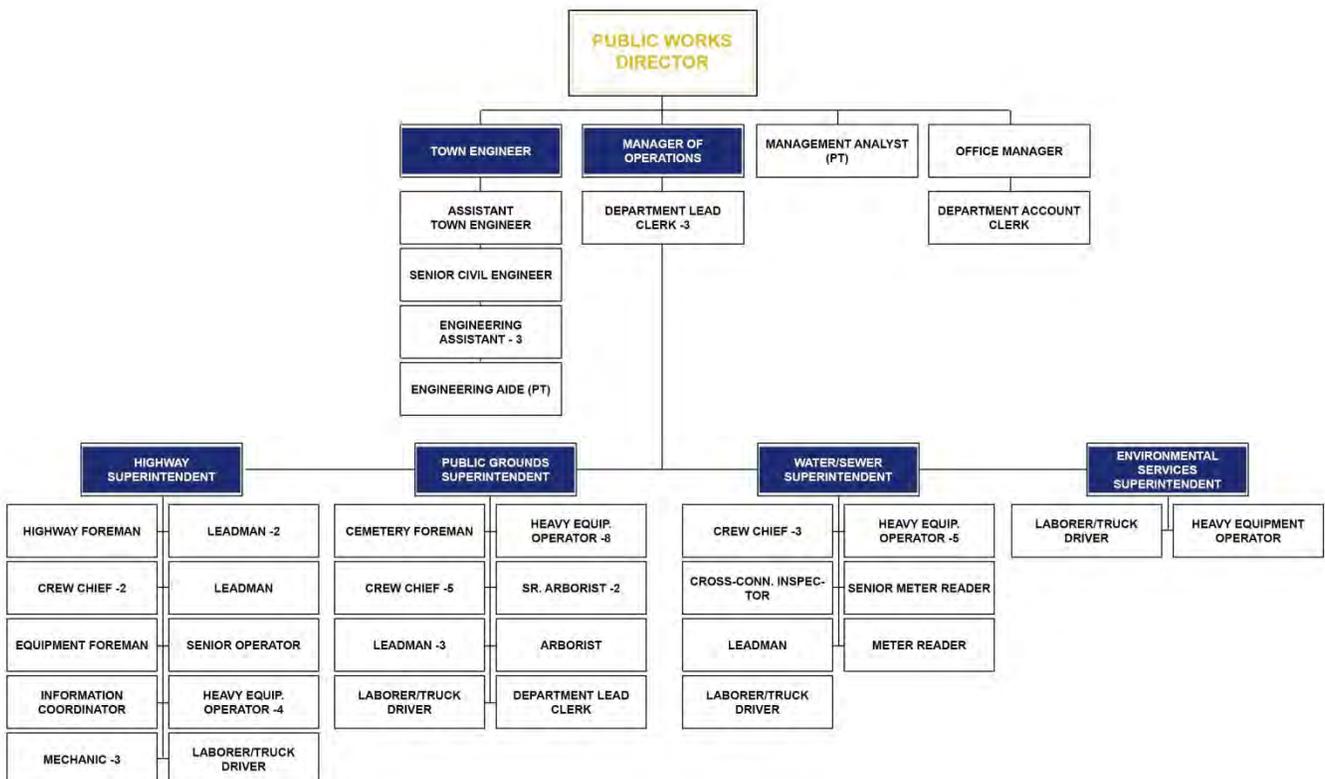
# SECTION 3 – EMPLOYMENT RECORD

homeland security, Bill has been a leader through the Northeast Homeland Security Counsel at developing and guiding the implementation of regional homeland security plans as new challenges arise

## CAREER TIMELINE



## DEPARTMENT ORGANIZATION CHART



# SECTION 4 – JOB-RELATED TECHNICAL & MANAGERIAL ACCOMPLISHMENTS

## STRONG LEADER AND TEAM BUILDER

Bill Hadley views the DPW as a team of professionals who are dedicated to enhancing the quality of life in Lexington and supporting the town's core values. He has been instrumental in overseeing the professional development of his employees by encouraging them to prepare for and obtain additional licensure and certification. Lexington's DPW employees are a cohesive working team whose members respect and trust one another and have the enthusiasm to work together to meet challenges. With Bill's leadership, every effort is made to maximize the efficient and effective use of resources in supporting and maintaining Lexington's infrastructure, public land, and service programs. Lexington Public Works is committed to public safety and providing prompt, courteous, and high quality service to its customers.



*Revolutionizing Public Works* - The Town of Lexington, MA Department of Public Works (sporting their APWA shirts) sponsored their annual DPW Day. This is a time when Public Works welcomes the community to its new LEED Silver Samuel Hadley Public Service Building headquarters and offers a close-up look at what the Engineering, Environmental Service, Highway, Public Grounds, Sewer/Water and Transportation Division do on a daily basis. Director of Public Works Bill Hadley (center kneeling) enjoys seeing the excitement in the children as they scurry around with balloons and juice boxes, sitting on mowers, and marveling at DPW staff going sky high in the bucket truck. Other highlights included the pollywogs at the Engineering booth and the worm farm at the recycling station. "It's a good public relations day," said Bill Hadley. "The employees can mingle with the public on a non-emergency basis, and it's an opportunity for the kids and residents to see what we do."

# SECTION 4 – JOB-RELATED TECHNICAL & MANAGERIAL ACCOMPLISHMENTS

## A GREEN COMMUNITY

Always at the forefront of environmental initiatives, Lexington was among the original communities in Massachusetts, to be ranked a “green community” in May 2010 by the Executive Office of Energy and Environmental Affairs (EOEA). Under EOEA, “The Green Communities Division empowers the Commonwealth’s cities and towns to reduce their energy use and their carbon footprint on the journey towards healthier communities and stronger economies.”

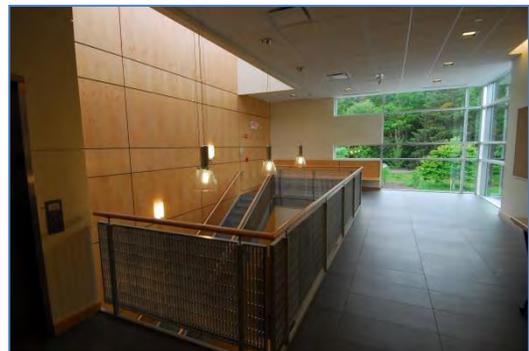


| GREEN INITIATIVES UNDER BILL’S LEADERSHIP – Striving to Reduce the Carbon Footprint |  |                                |  |   |
|---|--|--------------------------------|--|---|
| Electric vehicle charge facility  | Compost facility – an income generator | LEED® Public Services Facility | Pavement markings promote bike/pedestrian use versus vehicle use | Proposed anaerobic digestion at compost facility to generate renewable energy |

## AWARD-WINNING “GREEN” NEW PUBLIC SERVICES FACILITY

Among Bill’s most notable accomplishments is Lexington’s 2010 ACEC/MA Engineering Excellence Award-Winning new Public Services Facility. This state-of-the art public services facility incorporates sustainable building approaches and unique engineering applications, and serves as a flagship facility for Lexington Public Works. The facility is providing a safe, healthy workspace for employees while conserving natural resources, preserving the environment, providing efficient equipment storage and civic space for the community, and incorporating the Minuteman Bicycle Trail into its site design.

Completed on time and \$2 million under budget, this project made sustainable design a priority to ultimately earn a Silver certification under the **Leadership in Energy and Environmental Design (LEED) Green Building Rating System™**. The facility incorporates unique programming and design approaches to include siting that maximizes natural day lighting; gravity vents and low-draw ventilation fans for cost-efficient air circulation; cost-effective radiant heating and heating by recycled waste oil; a vegetated green roof and raingarden; and stormwater harvesting for up to 5,000 gallons of non-potable water for public works use – **the first such application in New England. The Samuel Hadley Public Services Building is Bill’s legacy to the department and the community.** It is the first “green” DPW building in New England and one of only five in the country.



*All occupied spaces have natural day lighting*

## SECTION 4 – JOB-RELATED TECHNICAL & MANAGERIAL ACCOMPLISHMENTS

### VEHICLE CHARGE FACILITY

On February 27, 2012, the Town of Lexington turned on the juice for its new electric vehicle charging stations. The installation includes two stations with four plug-ins that reach four metered parking spaces at the far end of the lot. As a leader in transportation innovation and sustainable practices, Lexington was awarded the charging stations by the Commonwealth's Department of Environmental Resources. With this installation, the town is playing a significant role in reducing pollution and fossil fuel consumption. Lexington's public charging stations will be available for the nearly 20,000 daily incoming commuters. In awarding the funds, the Department of Environmental Resources gave preference to the 35 recently designated Green Communities, of which Lexington was an original designee.



*Ribbon Cutting for Electric Charge Facility*

### COMPOST FACILITY

Throughout the past decade, the town's compost facility has become an income generator for the town. Bill Hadley has overseen the development and expansion of the compost facility from generating revenue of \$24,063 in FY2003 to \$426,981 in FY2012. Through the operation of the compost facility, the town saves money on waste disposal, as the organic waste is no longer disposed of in landfills and incinerators. Under Bill's leadership, the town cut costs, increased revenue, and helped preserve our environment.

*Lexington's Colonial Times* featured the compost facility in their September/October 2008 issue, including this excerpt: "When a town composts, disposal fees are reduced and taxes saved. It also reduces air emissions and ash disposal from resource recovery plants and uses the nutrient value of food waste in the creation of compost, a beneficial end product."

In 2011, Bill began investigating the option of incorporating anaerobic digestion to the Lexington Compost Facility by introducing food waste to the yard waste mix and produce electricity from a renewable energy source.



### CLIMATE CHANGE

Under Bill's leadership, Lexington has recycled more the 56,000 tons in the past 10 years – saving nearly 1 million trees, conserving 113,000 barrels of oil, preserving 400 million gallons of water, and mitigating more than 170 million lbs. of pollutants.

### STREETLIGHT INFRASTRUCTURE

In 2010 Bill oversaw replacement of Lexington's streetlight infrastructure with a new induction light system and compact fluorescent bulbs reducing electricity usage by 45% and saving more than \$120,000 a year.

# SECTION 4 – JOB-RELATED TECHNICAL & MANAGERIAL ACCOMPLISHMENTS

## PAY AS YOU THROW (PAYT) PROGRAM

One of Bill's initial projects as Director of Public Works was implementation of a PAYT program. For Bill, this project ranks among the most successful and best environmental programs he has been involved with. He has also supported recycling initiatives by hiring a full-time solid waste coordinator to promote Lexington's environmental programs. These initiatives include the regional Minuteman Hazardous Products Facility, Cathode Ray Tube (CRT) collections, school cleanups, and mercury disposal education.

## ROAD RESURFACING AND SIDEWALK IMPROVEMENTS

Bill assisted in implementing a \$7 million road resurfacing program by championing a successful debt exclusion vote. Bill spearheaded efforts to implement the roadway asset management program resulting in a funding increase for roadway maintenance and improvements of 70% annually. In just two years, the roadway network has seen a marked improvement demonstrated by a 5 point rise in the pavement condition index. Coupled with the improvements to the roadway conditions, Bill has worked to improve pedestrian and bicycle accommodations throughout town. These improvements include installing over two miles of sidewalk and replacing more than three miles in the same time period, adding more than one hundred and fifty handicapped accessible ramps, and improving pedestrian safety at five signalized intersections. The installation of approximately six miles of bike accommodations, including sharrows and bike lanes, was incorporated into these roadway projects as well.

## ACCOMPLISHMENTS IN THE PAST DECADE

- 2012–2013 Leader of equipment cache for 3 regions within the Northeast Homeland Security Regional Advisory Council communities.
- 2011–2013 Exploring anaerobic digestion to process commercial food waste and generate renewable energy.
- 2010–2012 Secured \$3,000,000 in grant funds from the Northeast Region of Homeland Security for equipment distribution for 85 communities.
- 2001-2012 Oversaw development and expansion of the compost facility from generating revenue of \$24,063 in FY2003 to \$414,050 in FY2011.  
Supported implementation of a Geographic Information System (GIS) system.  
Oversaw town-wide capital improvement projects valuing \$50,794,106.  
Introduced improved snow removal techniques to include upgraded sidewalk plows, front-end loader mounted snow blower; and brine machine for pre-storm roadway treatment.  
Completed compliance actions related to Phase I EPA stormwater regulations.  
Participated in the first three Citizens' Academies to educate residents on town departments.
- 2011 Coordinated emergency response for major snow events in January and February, a hurricane in August, and a snowstorm Halloween weekend that resulted in road closures and loss of utilities.  
Received federal grant money for installation of two electric vehicle charging stations.
- 2010 Worked with Facilities Department on energy efficient programs culminating in the designation of Lexington as a "Green Community" from the DEP. This included grant funding for street light conversion and public space solar compactors.  
Applied for and qualified for a grant to convert the remaining street light bulbs to energy-efficient induction lighting, saving \$100,000 in energy costs.  
Facilitated the designation of Lexington to house a regional cache for the Northeast Regional Advisory Council (NERAC) for emergency equipment storage.

## SECTION 4 – JOB-RELATED TECHNICAL & MANAGERIAL ACCOMPLISHMENTS

- 2009 Oversaw LEED Silver designation of DPW facility for staff, vehicles, storage, and functions.
- 2008 Provided uninterrupted service to residents while the DPW staff and vehicles were temporarily deployed to different areas of town during construction of new facility.
- 2007 Planned and managed the move and 18-month transition of staff, vehicles, storage and functions from the old DPW facility to temporary quarters while the new facility was constructed on the same site.  
Facilitated the transfer of building maintenance responsibilities from the Public Works to the new Department of Public Facilities.  
Oversaw negotiations of a lease agreement with NSTAR and the creation of a new parking lot off Edison Way.  
Established a tree nursery with an initial 130 saplings planted for future use.
- 2006 Successfully implemented installation of wire-cut brick sidewalks in the Historic Districts Center.  
Participated in the development of an architectural plan for the new DPW facility.  
Worked with the school department to explore combining school and municipal custodial and maintenance services.  
Successfully negotiated a \$430,947 from Keyspan for resurfacing roadways damaged by November 2005 gas leak.  
Worked with Center Committee on connectivity improvements in the center and parking lots.  
Began the program of replacing incandescent street light fixtures with energy-efficient compact fluorescent bulbs.
- 2005 Took on the Self-Assessment phase of the APWA Accreditation process.  
Assisted Keyspan and Police and Fire Departments during restoration of gas utility service after the November explosion that leveled a residence and threatened many others.  
Participated in the dissolution of the 20-year Northeast Solid Waste Committee (NESWC) agreement and provision for trash disposal.
- 2004 Managed major staff reductions caused by early retirements by re-evaluating priorities and shifting necessary workload.
- 2003 As a member of the NESWC, was instrumental in negotiating a new contract to dispose of solid waste at a much lower rate after the expiration of the NESWC contract.  
Initiated the first DPW Open House at the Operations Facility in May.  
Coordinated the reconstruction of three multi-purpose athletic fields and a playground at Lincoln Park, including installation of a synthetic turf system.
- 2002 Continued to oversee the successful PAYT Program while negotiating a contract extension with the recycling contractor to increase to weekly recycling at no charge to the town.  
Due to a technicality, on March 30, the Superior Court ordered Lexington to stop the PAYT program. Bill continued to promote the basic values of PAYT as he oversaw the refund program approved by the Board of Selectmen.
- 2001 Completed the repainting and reconstruction work on two Morgan Road water storage tanks.  
Implemented a PAYT trash program after Town Meeting voted to adopt it and the town was awarded a DEP grant.
- 2001 Facilitated the reconstruction of Depot Square by MassHighway through a federal grant by mitigating issues between center business owners and nearby residents.  
Recommended the creation of a new position; a solid waste coordinator was subsequently hired.
- 2000 Managed transition of streetlight maintenance program from Boston Edison to in-house repair.
- 2000 Implemented a state-mandated Cathode Ray Tube (CRTs) collection program.
- 2000 Recognized with DEP award for the town's recycling initiatives.

# SECTION 5 – INITIAL & LIFELONG PROFESSIONAL EDUCATION

## EDUCATION

- 1986 Principles of Management, Middlesex Community College
- 1974 Bachelor of Science, Business Education, Salem State College

## CONTINUING EDUCATION

Bill is a life-long learner and a strong advocate of the “Seven Habits” programs promulgated by the Covey Institute. He is a graduate of the Program for Senior Executives in State and Local Government at Harvard University’s Kennedy School of Government. His continuing education includes:

- 2012 Social Media’s Role in Disaster Preparedness, Northeast Homeland Security Regional Advisory Council
- 2012 Massachusetts Department of Transportation (MassDOT) Utility Relocations, Massachusetts Highway Association
- 2012 MassDOT Construction Prequalification Program, Massachusetts Highway Association
- 2011 EBC Solid Waste, Water Resource & Renewable Energy Program: Anaerobic Digestion – From Waste to Resource, Technical Session, Environmental Business Council of New England
- 2011 Certificate of Completion for Massachusetts Emergency Management Agency, Hazmat Awareness (HAZ01) Training
- 2008 Participation in Baystate Roads Program, Pavement Preservation for Municipalities Workshop, Tewksbury, MA
- 2008 Certificate of Training, National Highway Institute, FHWA-NHI-131063 Hot-Mix Asphalt Evaluation and Rehabilitation
- Since 2000 Multiple seminars and workshops from Bay State Roads, New England Water Works, Norfolk Bristol Middlesex Highway Association, Solid Waste Association of North America
- 1997 Executive Program for State and Local Officials, John F. Kennedy School of Government, Harvard University
- 1996 Principle Centered Leadership, Covey Institute
- 1995 Seven Habits of Highly Effective People, Covey Institute
- 1993 Institute for Participatory Management and Planning, Lexington, MA
- 1998-1994 Computer training sponsored by the Town of Lexington, MA
- 1989 Customer Satisfaction, Lexington, MA
- 1983 Leak Detection Seminar, New England Water Works Association, Holliston, MA, MA
- 1982 Pipe Location and Leak Detection, Heath Associates
- 1981 Water Distribution Course, Lowell University

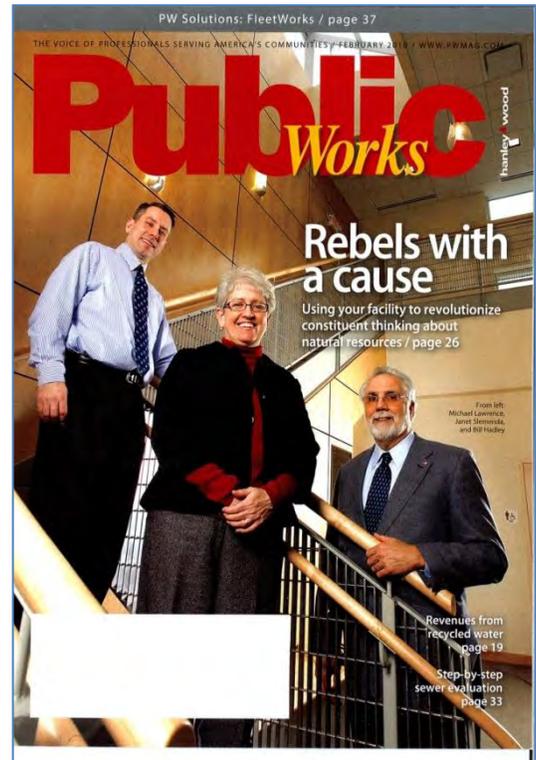
# SECTION 6 - PUBLICATIONS & PRESENTATIONS

## FEATURE STORIES

- "Revolutionizing Public Works," *APWA Reporter*, February 2012
- "Rebels with a Cause," *Public Works Magazine*, February 2010
- "The Effort is on for a New Public Works Facility," Lexington's *Colonial Times*, March 2007

## PRESENTATIONS

- APWA Congress, Boston, Massachusetts, "Creating a Sustainable Department of Public Works Facility," August 5, 2010
- Northeast Homeland Security Council Fall Meeting, 2010
- Lexington Citizens Academy
- League of Women Voters
- SWANA
- APWA National Congress Boston
- NE Chapter APWA CT
- Essex County Highway Association
- Lexington Rotary Club



### Revolutionizing Public Works

**Romina L. Comunale**  
Management Analyst  
Department of Public Works  
Town of Lexington, Massachusetts

The Town of Lexington, Massachusetts, Department of Public Works (sporting their APWA shirts) celebrates Public Works Day each year. This is a time when DPW welcomes the community to its APWA award-winning, LEED-silver Samuel Hadley Public Services Building and offers an up-close look at what we do on a daily basis. Some people may not know how public works operates so in conjunction with National Public Works Week, DPW has a day for the public to meet the staff.

The employees take this opportunity to get involved and help educate the public. "It is important for the community to hear and see what we do for our town," says Director of Public Works Bill Hadley. "We affect many people's daily lives from the time they awake to the time they go to bed and we know we make a difference. This is an opportunity to reach out to the public on what services public works provides and it is a way for the public to come out and show their appreciation as well." Lexington Public Works has been sponsoring this event for 12 years.

On May 19, 2011, DPW welcomed several hundred children, students, and their parents to learn what it means to work for public works. Booths were set up representing the Engineering, Environmental Services, Highway, Public Grounds, Water/Sewer and Transportation Divisions. Each station was equipped with educational information and

what we do in public works, it also shows what residents can do to help, such as protecting our water resources, recycling properly, composting, removing leaves off of catch basins to prevent flooding, and so on.

Two years ago was a special time as the APWA Congress was held in Boston and we were able to offer an opportunity for our staff to attend many of the workshops and gain valuable knowledge. Last year, the Town Manager and members of the Board of Selectmen attended the annual employee luncheon at our facility to thank our employees. "We feel it is important to recognize our staff for what they do for the community," said Hadley. "Hard work and dedication is what makes this department and National Public Works Week is one more way to acknowledge and appreciate our hard-working staff."

The DPW is looking forward to Public Works Day again this year in order to interact with the citizens we serve on a daily basis.

*Romina L. Comunale can be reached at (781) 274-8302 or [rominale@lexingtonma.gov](mailto:rominale@lexingtonma.gov).*

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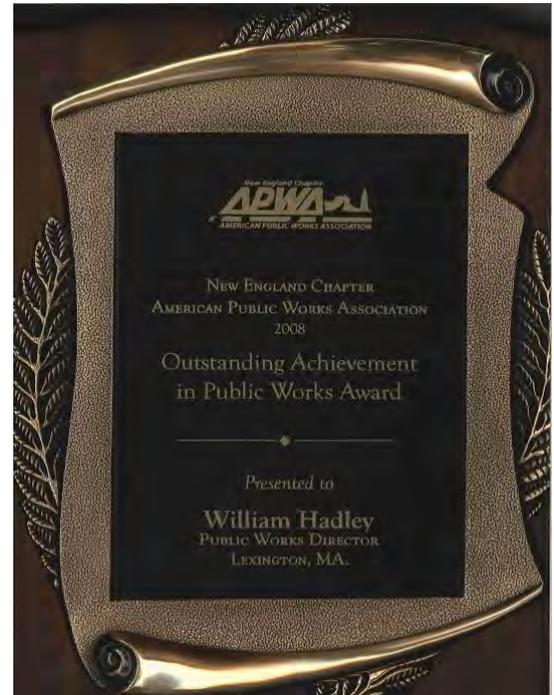
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# SECTION 7 - PROFESSIONAL INVOLVEMENT

## PROFESSIONAL PARTICIPATION

Bill Hadley has been active in professional organizations throughout his career.

- American Federation of State, County and Municipal Employees (AFSCME )
  - Recording Secretary, Local #1703, 1982-1986
  - President, Lexington Chapter, Local #1703, 1976-1986
  - Executive Board Council #93, 1980-1901
- American Public Works Association (New England Chapter)
  - Member, New England Chapter
  - Accreditation Evaluator for the APWA National Accreditation Program
  - Initiated and led town's efforts to become an APWA National Accredited Department
- Massachusetts Water Works Association
  - Recognized in 2003 for more than 20 years of active participation



## ADDITIONAL APPOINTMENTS

|         |   |
|---------|---|
| 2012    | Elected to the Board of Directors of the New England Chapter of the American Public Works Association   |
| 2008-09 | Lexington Rotary Guest Speaker  |
| 2008    | Appointed to newly created Water and Sewer Abatement Board  |
| 2006    | Appointed as an evaluator for the APWA Accreditation Program  |
| 2004    | Appointed by Commonwealth's Secretary of Public Safety to represent the public works departments for 85 communities for the Northeast Homeland Security Council. Served on Planning and Training Subcommittee and hosted December meeting for 200 emergency managers. Appointed to Water and Sewer Rate Study Committee |
| 2003    | Appointed to DPW Facility/Senior Center Re-evaluation Advisory Committee  |
| 2002    | Solid Waste Association of North American (SWANA)   |
| 2000    | Appointed Lexington's representative to Northeast Solid Waste Committee (NESWC)   |
| 1998    | Lexington's representative to the Massachusetts Water Resources Authority (MWRA) Advisory Board and member of Executive Committee   |

## SECTION 8 - COMMUNITY SERVICE

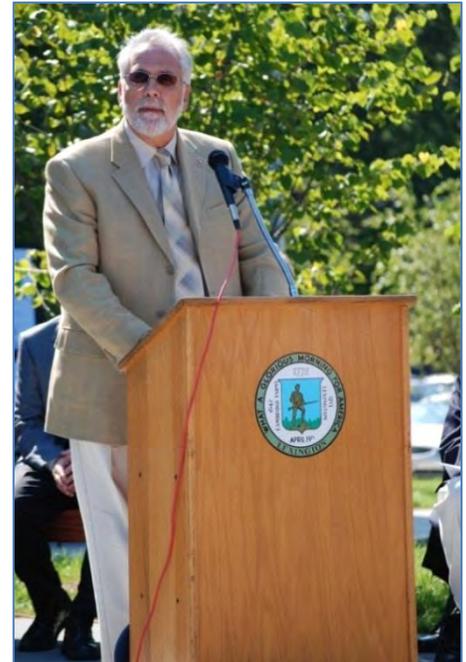
Civic pride and duty are the cornerstones to Bill's approach to public service. He is often times asked to staff or support a board or committee working on a town project. Since 2001, the Town of Lexington has hosted an annual DPW Day under Bill's direction. Bill's committee and community service volunteerism includes:

### TOWN OF LEXINGTON

- Member of Center Committee
- Member of Energy Committee
- Member of Water/Sewer Ad Hoc Committee
- Member of Permanent Building Committee
- Member of Sidewalk Committee
- Member of Disability Commission

Collaborative in his approach to working with his peers, customers, and others, Bill regularly volunteers to serve on internal staff teams, such as:

- Vehicle Replacement Team
- Vehicle Use Team
- Wireless Communications Team
- Parking Team
- Water and Sewer Abatement Board



### FEDERAL AND STATE

- In 2012, elected Recording Secretary of the Executive Committee of Massachusetts Water Resource Authority Advisory Board.
- In July 2003, the Commonwealth's Secretary of Public Safety appointed Bill to represent Public Works for the Northeast Homeland Security Council, which represents 85 communities and is responsible for developing and guiding implementation of regional homeland security plans driven by regional vulnerabilities.
- Bill represented Lexington on the Executive Board of Northeast Solid Waste Committee (NESWC).
- Since 1994, Bill Hadley has served as an appointed member of the Massachusetts Water Resources Authority (MWRA) Advisory Board. In 1998, he was elected to their Executive Committee.
- Bill actively participates in local, state, and national politics.

### CIVIC

- Lexington Reads, 2008 - 2012
- Elected Town Meeting Member, Billerica
- Board of Directors, Lexington Men's Softball League
- Assistant Coach, Billerica Little League, 1990-1994
- Appointed to Lexington Youth Award Committee, 1986
- Elected Town Meeting Member, Lexington, 1975-1981

