

Liz Hartsgrove

Finalist

Great Barrington Town Manager





LIZ HARTSGROVE



02675



/elizabeth-hartsgrove



SCAN ME

August 19, 2025

Great Barrington Town Manager Search Committee

Re: Candidate for Town Manager

Dear Search Committee Members,

With over 20 years of municipal leadership experience, a Bachelors in Fine Arts (Dance Performance), and a Master of Public Administration, I am honored to apply for the position of Town Manager in Great Barrington. My resume is enclosed, and my online work portfolio is available at lizhartsgrove.wordpress.com.

My professional training and performance career as a dancer instilled discipline, creativity, and collaboration, qualities that have shaped my leadership in local government. Just as performance connects artist and audience, effective public service connects government and community. In Great Barrington, with its celebrated cultural and artistic heritage, I see a strong alignment between my foundation in the arts and my approach to leadership that is both strategic and deeply human.

My experience on Cape Cod, like the Berkshires, has been shaped by the dynamics of a vibrant tourism economy, environmentally sensitive landscapes, and the need to sustain a strong, year-round community. I understand the importance of balancing seasonal demands with the everyday needs of residents, protecting natural resources while fostering economic vitality, and ensuring affordability so that local families and businesses can thrive.

Throughout my career, I have partnered with Select Boards, department heads, residents, and regional stakeholders to turn aspirations into action. In Barnstable, I designed and led an award-winning customer and employee experience program recognized statewide for transforming service delivery and public trust. In Bourne, I guided more than \$100 million in capital initiatives including fire stations, libraries, and open space planning, all projects that require balancing fiscal constraints, debt management, and robust public engagement.

Great Barrington's challenges of housing affordability, aging infrastructure, water system acquisition, and financial sustainability mirror the complex priorities I have navigated with success. I am committed to maintaining fiscal discipline while encouraging a culture of innovation, strengthening essential services, and protecting the character that makes communities thrive. I believe effective leadership balances vision with discipline. I bring both, and the proven ability to help a Select Board move from planning to implementation with transparency, creativity, and accountability. I would be honored to bring this approach to Great Barrington as a visible, engaged partner with your community.

Thank you for your thoughtful consideration,

Liz Hartsgrove



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SCAN ME

Serving and leading municipalities towards a better future by embracing diverse innovation and creativity to successfully enhance service value.

Strategic	Learner	Achiever	Responsible	Arranger
Lead teams from various angles to navigate and anticipate barriers conflicting with community goals.	Pilot program implementation with monitored and evaluated results to alter strategies as needed.	Highly organized with simultaneous small and large complex project management in fast paced environment.	Close supervision of financial planning, development and budget oversight for multiple budgets	Utilizing Design Thinking expertise to craft strategies that nurtures and reinforces exemplary and consistent behaviors.

EDUCATION AND PROFESSIONAL DEVELOPMENT

CREDITED DEGREES AND CERTIFICATES

- ❖ **Master of Public Administration (MPA)** - Suffolk University, Boston, MA
- ❖ **Bachelor of Fine Arts (BFA)** - Southern Methodist University, Dallas, TX
- ❖ **Master Certificate in Local Government Leadership & Management** – Suffolk University, Boston, MA
- ❖ **High School** – Bethesda – Chevy Chase HS, Bethesda, MD

NON-CREDITED CERTIFICATES

- ❖ **Suffolk University/MMA**
 - Municipal Finance Management
 - Public Communications
 - Ambassador in Creating an Inclusive Community
 - Becoming an Inclusive Leader
- ❖ **Climate Reality**
 - Leadership Corps Certificate with Former US VP Al Gore
- ❖ **Project Management Institute**
 - Intro to Project Management Certificate
- ❖ **Disney Institute**
 - Disney's Approach to Employee Engagement
 - Disney's Approach to Quality Service
 - Disney's Approach to Leadership Excellence
 - Disney's Essentials: People Make the Difference
 - Disney's Essentials: Everyone Can Lead

RECENT PROFESSIONAL EXPERIENCE

TOWN OF BOURNE ~ BUZZARDS BAY, MA

December 2022 - Present

ASSISTANT TOWN ADMINISTRATOR

Works side-by-side with the Town Administrator managing all areas and departments of the municipal organization, including 300+ employees, 5-member elected Selectboard and community with 21,000 year-round and 50,000 seasonal populations, \$85+M operational, capital and debt services.

- Directly responsible for annual-fiscal-cycle managing short-and long-range capital needs, forecasting, planning and implementing over \$300M valued projects including sustainability analysis.
- Leads operational and regional teams with end-to-end small and large scale projects including research, conceptual design, stakeholder outreach, buy-in and coordination, fund appropriation, benchmarking, implementation, on-going evaluation and readjustments.
- MCPPO Certified; directly responsible for technical and administrative oversight of all municipal procurement and purchasing including design and construction, goods and services; ensuring state laws and requirements are achieved.

- Facilitates comprehensive 5-20 year Strategic Planning and Needs Assessments for various community services and elected/appointed boards such as Facilities, Cable Advisory, Capital Planning, Library, Parks, and Recreation; applying design thinking methodology and drafting recommendations, implements paths for achieving essential community engagement and outreach, SWOT analysis, and issuance of final plans.
- Evaluating bylaws, policy and procedures to identify areas for improved internal and external efficiencies and goal/mission alignment; achieving stakeholder consensus; drafting and conducting necessary steps towards approvals of amendments through public hearings, and Town Meetings; formulating amendment implementation actions including communication and guidance, trainings for staff and customers.
- Spearhead crisis management task force issues and teams.
- Leads all media relations and communications both internal and external.
- Department Head for facilities operations and teams, managing daily support, assessing capital needs and ensuring town buildings including Town Hall, community building, library, 3 active fire stations, police headquarters, public works headquarters, solid waste landfill facilities, marina structures, wastewater treatment facility, and all the people within those facilities are served to the highest standards.
- Supervises the issuance of licenses and regulatory compliance of all business and special events operating in community.

TOWN OF BARNSTABLE ~ HYANNIS, MA

August 2014 – December 2022

DEPUTY DIRECTOR OF ASSET MANAGEMENT/LICENSING DIRECTOR

March 2021 –December 2022

Directed Licensing, Special Events and Use of Town Property management programs; assists with oversight of Property & Risk Management programs.

- Lead teams with ongoing design thinking techniques to enhance user experience through analysis, documentation, written and verbal presentation, cost analysis, budgeting, and comprehensive project management, progress tracking and sustainability.
- Lead special small- and large-scale projects requiring cross-team, interdisciplinary internal and external stakeholder collaboration to identify areas of concern and service-enhancing initiatives including incorporating technology such as shifting all departmental permitting to OpenGov portal.
- Lead teams and support Licensing Authority with 2,000+ business relationships, licenses, lease negotiations and compliance operations, past/present/future program uses of all 76.47mi² town assets and properties.

ASSISTANT DIRECTOR OF PLANNING & DEVELOPMENT

June 2018 to March 2021

Strategic planning of parking & transportation, visitor services and special events programs; arts & culture, comprehensive planning, conservation, site plan, economic development, zoning, historic and housing programs.

- Create and implement an award-winning town-wide customer-centric program, *“Creating Leaders Today for Barnstable’s Tomorrow”*, driving and boosting organizational economic vitality.
- Senior Facilitator developing, mentoring and influencing strategies, planning, coordinating and monitoring a variety of creative community spaces, planning, regulatory, parking and transportation, visitor and guest services, performance improvement and management, and product development including the incorporation of public safety precautions within Main Street Business Improvement District and downtown harbor area, serving tens of thousands daily.
- Entrepreneurial skills sustaining client focused programs and sustained operations, building and optimizing the client experience roadmap, ensuring proactive scheduling of key deliverables, milestones and tasks including facility investments and redevelopment.

CONSUMER AFFAIRS SUPERVISOR

August 2014 to June 2018

Directed Licensing, Parking/Transportation Mgmt, Gateway Greeter, Non-Criminal Citations and Weights & Measures programs supporting over 2,000+ businesses; assists with oversight conservation, building and health programs (20 direct reports).

- Exceptional critical-thinking towards comprehensive and strategic task, real estate planning and decision-making, project and program management, framing up complex issues, and stakeholder engagement.
- Strong analytical skills to synthesize objective, credible, key information into clear and concise presentations, provide feedback with findings and actionable recommendations, and consistent progress reporting for leaders, businesses and stakeholders.
- Effective verbal and written communication skills with targeted design, distribution and reporting activities, providing hands-on ideation, creative solutions development and execution of strategic initiatives in partnership with external and internal stakeholders through end to end life cycle.

EARLIER PROFESSIONAL EXPERIENCE

TOWN OF YARMOUTH ~ YARMOUTH, MA

June 2009 - August 2014

EXECUTIVE ASSISTANT TO THE TOWN ADMINISTRATOR

- Leader of Yarmouth Revenue Team charged with strategic planning, monitoring and implementing over \$500,000 new annual revenue initiatives including procurement, real estate management, marketing/branding, and public art.
- Representing member of Solid Waste Agreement Team, and Collective Bargaining team.
- Leader on various strategic problem-solving activities; procurement; research, analyze and documentation of recommended streamline efficiencies in service delivery standards and processes.

TOWN OF WELFLEET ~ WELFLEET, MA

September 2006 - June 2009

EXECUTIVE ASSISTANT TO THE TOWN ADMINISTRATOR

- Lead preparation and presentation of organizational annual budgets for Finance Committee, Select Board and Town Meeting approval
- Chief Procurement Officer; daily control over a variety of ongoing activities, property and contract management, purchasing, research, analyze and recommend improvements in operational standards and processes.
- Prepare and advise department heads on procurement bids, RFP's and contracts for the Town including but not limited to: construction and demolition projects, capital services and goods, human service, Union Contracts, Departmental Contract Services and Mutual Aid Agreements
- Representing member of contract negotiation team (collective bargaining unions, business support agreements)

TOWN OF PROVINCETOWN ~ PROVINCETOWN, MA

December 2002 – September 2006

LICENSING AGENT

- Establish short and long range plans and objectives using expertise; assume direct accountability for results.
- Increased department revenue an additional \$400,000 annually while simultaneously increasing business engagement and partnership.
- Regulatory compliance management, enforcement oversight, policy creation and reform affecting over 700 licensed businesses including restaurant, hotel, vendor kiosk, entertainment, transportation and retail; reviewing plans, assisting with development and implementation; supporting regulatory board.

ADDITIONAL SKILLS & EXPERIENCE

Publications, Awards/Recognitions

- ICMA PM Magazine, SheLeads Column April 2024 Publication. **“WOMEN IN LEADERSHIP: Intentional Design of Gender-balanced Municipal Organizations”** <https://icma.org/articles/pm-magazine/women-leadership-intentional-design-gender-balanced-municipal-organizations>
- AWARD - International Parking & Mobility Institute's Professional Excellence Award for Customer Service, 2021

Public Speaking & Training Offerings

- Suffolk University, 2022 to Present – Topic: Designing an Inclusive Delivery of Services for Public Service
- Cape Cod Community Leadership Institute, 2018 to Present – Topic: Government/Civic Engagement
- Town of Nantucket Police Department, MA 2024 – Public Service Customer/Employee Experience (CX/EX) Training
- Massachusetts Municipal Association (MMA), 2024 – Management Boot Camp
- Cape Cod Young Professionals “Shape the Cape” 2024 Annual Summit - Women Leaders Fireside Chat Panel
- University of Massachusetts, Boston 2023 to Present – Topic: Enhancing Service Experience
- IPMA-HR Eastern Region Annual Conference, 2019 – Topic: Creating Service Leaders

Liz Hartsgrove

Reference Comments

The following reference comments were provided by five individuals, including a Finance Director in Brewster; a Town Administrator in Norfolk who also attended the Suffolk MMA local government certificate program with the candidate; a Director of Public Works in Barnstable; an Executive Assistant with the MMA; and the Evaluation, Strategy & Policy Manager at the Cape Light Compact who served on Bourne's Library Feasibility Committee and attended a Suffolk University program with the candidate.

- Liz Hartsgrove is an extremely motivated and organized municipal professional. She is highly collaborative and willingly shares her experience with others.
- Bourne has a beautiful library, and it is falling apart. We had previously tried for a major renovation and addition, and it failed by six votes. I served on the Bourne Library Feasibility Committee and, as head of the project, Liz took the time to make it a much more collaborative project. She held community engagement meetings with representatives of each community group. She had the group discuss high-level options and brought issues to the forefront. She got us to the point that when Town Meeting was asked if we could bring the project to the design phase, it was overwhelmingly approved. Liz has a good way of empowering others. She created the space and opportunity to ensure everyone's voice was heard. She let the ideas come from the town and that made all the difference.
- In working at the Cape Light Compact, I provided technical services to towns regarding how the program works and Liz was the person Bourne assigned to work with me. Together we set up grants and worked with the grant funds for the benefit of the town. Liz was collaborative, innovative, and great to work with.
- Liz has been in a variety of municipal roles and understands the municipal organization as a whole and what individual staff members have to do to fulfill their roles. She knows how to encourage and make use of the expertise of staff and how to make people feel valued, whether it is staff, department heads, committee members, or residents. She pays attention.
- When she leads a project, it isn't the Liz show; she makes it a project of the team or the town. She knows how to read a room and how to accomplish goals. She is particularly good at finding efficiencies and maximizing what you can do with limited resources.
- I have seen her work with some very divided boards, and she treats everyone respectfully and equally. She remains calm in difficult situations.
- She adapts very well to how different people listen and hear. She is a skilled communicator, which includes listening and speaking.
- Liz had a variety of roles in Barnstable including as Assistant Director of Planning, so, as I am Public Works Director, we worked together often. I find Liz to be extremely professional, highly energetic, and highly competent in her work. She is passionate about municipal government. I teach in the Suffolk local government program, and I have had her give guest lectures about the importance of the customer experience and working with the public. She has a lot of experience and knowledge in that area as well as in many other areas.



- She developed a parking program that she won an award for; the program really organized our parking and helps visitors, particularly during the summer months.
- Liz is highly productive and driven. She will give 16 hours' worth of work in eight hours' time. Her energy is contagious. She can share her passion for municipal work and brings people along with her. She makes people want to accomplish goals and get things done. Liz is team oriented, and people enjoy working with her.
- I have known Liz for almost a decade, primarily as one who has followed her in several municipal positions. In this capacity, I have seen her commitment to the work that she does as she continued to remain interested and available to her prior responsibilities. I consider her to be a mentor to me as a younger municipal professional. She is always willing to assist and coach colleagues and staff.
- I have also looked to her as a resource for work that she does in organizational leadership. She is exceptional in this area with her knowledge of skill identification, teambuilding, and establishing common goals. She has a great perspective of organizational structure to accomplish these goals and the importance of understanding individual work and decision-making styles. And she isn't afraid to think outside the box and challenge the old ways of getting things done. I saw all this firsthand in the organizations in which she has worked.
- Liz has a real commitment to municipal government. She is a passionate and enthusiastic go-getter with a great analytical mind. She will be a very effective Town Manager.
- She is hardworking and always prepared. When we had a project to do in school, I would call her. I knew she had put in the same amount of work as me. She is the person you call when you need to get things done.
- Liz is compassionate and has empathy. Going through the Suffolk program together, we created a close bond. She was there for me when I was dealing with family issues. Liz is the glue of our group. She keeps in contact with people and encourages them.
- She is a collaborator who knows how to build a team. You need to be able to deal with people and she knows how to communicate and build relationships. People gravitate toward her.
- Liz thinks outside the box and isn't afraid to challenge the status quo. You know when you're working on projects, some people are afraid to go out on a limb and give a different opinion? That's not Liz. She looks at things multi-dimensionally.
- She is a hard worker. Her work product is always very good, always on time. She is always able to meet deadlines and has great communication.
- Liz has a passion for municipal government and has long wanted to advance her career. I would definitely call her a go-getter.
- She understands people and connects well with them. In our discussions, it was always clear that Liz understood that these organizations are ultimately about building relationships with people. No matter where people are on the organizational chart, they all have value, and she gets that.
- Liz thinks outside of the box and is good at reading the room and her audience. She is one of those people who likes to roll up her sleeves and try to approach something differently to get it fixed.
- Liz is resourceful. She would be the kind of Town Manager that would tap into her team for their strengths and would be supportive of the team.

