

Memo: Appointment of CFO/ Treasurer- Collector



TOWN OF CONCORD
Office of the Town Manager
Town House
P.O. Box 535
Concord, Massachusetts 01742

TEL: 978-318-3000
FAX: 978-318-3002

Kerry A. Lafleur, Town Manager

TO: Select Board
FROM: Kerry A. Lafleur, Town Manager *Kerry A. Lafleur*
DATE: October 22, 2025
RE: Appointment of CFO/ Treasurer-Collector

Overview

I am pleased to report that we have completed the recruitment process for the position of Chief Financial Officer. I have selected a candidate for the position, and a conditional offer of employment has been made and accepted. Human Resources has confirmed that the candidate has cleared all pre-placement requirements and is ready to move forward to final appointment.

As you will recall, the Chief Financial Officer also serves as the Town's Treasurer-Collector, an appointment made by the Town Manager with the approval of the Select Board, in accordance with Section 2(D)(1) of the Town Charter.

Background

The position was advertised in early September, and applications were reviewed as received. Screening and in-person interviews were scheduled with those candidates whose experience and education most closely matched the Town's needs.

It was the consensus of all those who participated in the recruitment process that candidate, Jennifer Barrett, is a strong fit for the position. Ms. Barrett is currently serving as Finance Director/Town Accountant for the Town of Millbury (since 2021). Prior to this role, she served as Finance Director/Town Accountant for the Town of Boxborough (2013–2021). Ms. Barrett holds an MBA in Accounting and is both a Massachusetts Certified Municipal Accountant and a Massachusetts Certified Public Procurement Official.

While the Town's CFO position encompasses both Chief Financial Officer and Treasurer-Collector responsibilities, the CFO also oversees the Accounting Division, which is presently undergoing transition in both staffing and systems. Ms. Barrett's background in municipal accounting and financial management will therefore be particularly valuable as we move forward.

Candidate Highlights — Systems & Process Modernization

- **Full accounting software conversion & chart of accounts redesign:** Led transition of the Accounting Department to a new platform, including rewriting the chart of accounts, performing historical reconciliations, and expanding system modules to replace manual spreadsheets.

- **Workforce process digitization:** Implemented online payroll timesheets and coordinated a cross-department/school rollout to standardize time & attendance workflows.
- **Cross-system reconciliation & controls:** Established monthly GL postings and cash/tax/bank reconciliations; strengthened accrual, rate, and benefit reconciliations in partnership with HR/Treasurer.
- **Technology coordination:** Served as liaison to the Town's outsourced IT provider; coordinated infrastructure updates and implemented a town-wide integrated telephone system supporting Finance operations.
- **Prior systems experience:** Hands-on familiarity with municipal and finance tools cited in her résumé (e.g., VADAR Systems, Unifund/BudgetSense, PayrollForward with time & attendance, QuickBooks), plus long-standing Excel-based internal controls and reporting.
- **Compliance & reporting modernization:** Led DOR state reporting (e.g., Balance Sheet, Schedule A), supported DESE EOY reporting, annual audits, debt management timelines, and GASB-compliant fixed-asset inventory processes.

Requested Action

Vote to approve the Town Manager's appointment of Jennifer Barrett to the role of Treasurer-Collector, in accordance with Section 2(D)(1) of the Town Charter.

[REDACTED]

Jennifer [REDACTED]

EDUCATION:

- 2002–2005 **MBA: Accounting**
University of Phoenix, Phoenix, AZ
- 1995–1999 **BS: Mathematics** with Massachusetts certification to teach mathematics grades 5–12
University of Massachusetts, Amherst, MA

DESIGNATIONS:

- 2016 MMAAA Certified Governmental Accountant
2018 Massachusetts Certified Public Procurement Officer
2019 Notary Public

WORK EXPERIENCE:

2021–Current **Town of Millbury, Millbury, MA**

Finance Director/Town Accountant

- Oversee Finance Department, including 7 staff in Finance, Treasurer/Collector & Assessors offices
- Manage the Finance Team gGoals and objectives annually
- Develop or Approve and Apply policy and procedures for Finance Team implementation
- Transitioned the Accounting department to new software, including re-writing chart of accounts, reconciling all accounts historically and expanding modules to replace manual excel tracking throughout the Finance team
- Compile, troubleshoot, process bi-weekly payroll warrants
- Compile weekly payable warrants, decentralized Town entry & School crosschecks
- Implemented online payroll timesheets, coordinating school & town transition with payroll manager
- Reconcile employee accruals, rates & benefits with HR/Treasurer monthly
- Complete monthly general ledger postings, cash, tax & accounts reconciliation
- Compile, coordinate and monitor \$60 million budget, 5-year capital plan
- Act a liaison to outsourced technology provider, troubleshoot issues, coordinate IT infrastructure cyclical upgrades; implemented new telephone technology town-wide to integrated phone system
- Advise Treasurer/Collector on cash management strategies and reconciling bank statements
- Collaborate on capital projects, procurement contracts, grants
- Mange purchase order system for project tracking & approvals
- Attend all Finance Committee meetings, Board of Selectmen meetings as needed, other committee/board meetings as necessary for financial matters
- Consult in the hiring of staff, training on policies, procedures and software
- Onboard & train new employees for Finance operations in all departments
- Consult with administration on strategy & attend all collective bargaining sessions with 3 Unions
- Collaborate, write and compile the Annual and Special Town Meeting Warrants
- Coordinate and supervise annual audit
- Lead debt management processes with Treasurer, Town Manager, and Financial Advisors and establish timelines for borrowing
- State reporting: Balance Sheet & Schedule A with Department of Revenue, coordinate with MPS on DESE EoYR
- Perform duties and responsibilities in the absence of Town Manager/Deputy Town Manager
- Compile quarterly reporting for Board of Selectmen, and reporting for all departments including concentrated audits of all departments' historical accounts as needed
- Maintain municipal-wide inventory and reporting according to GASB 34 regulations
- Supervise intern/volunteers for archiving records according to mandated retention schedule & updating record keeping procedures
- Counsel all staff/committees/boards on Finance procedures

2013–2021 **Town of Boxborough, Boxborough, MA**

Finance Director/Town Accountant

- Compile weekly payable warrants
- Supervise and Approve bi-weekly payroll warrants
- Complete monthly general ledger postings, cash & accounts reconciliation
- Perform duties and responsibilities in the absence of Town Administrator
- Supervise & Manage the Finance Team Goals and Objectives annually
- Compile, Coordinate and Monitor \$22 million budget, 5-year capital plan
- Consult in the hiring of staff, training on policies, procedures and software
- Collaborate on capital projects, procurement contracts, grants
- Attend all Finance Committee meetings, Select Board meetings as needed, other committee/board meetings as necessary for financial matters
- Compile monthly reporting for all departments including concentrated audits of all departments' historical accounts as needed
- Collaborate, write and compile the Annual and Special Town Meeting Warrants and Annual Town Report
- Coordinate and Supervise annual audit
- Onboard & Train new employees for Finance operations in all departments, Counsel committees/boards on Finance procedures
- Develop or Approve and Apply policy and procedures for Finance Team implementation
- Supervise intern/volunteers for archiving records according to mandated retention schedule
- State reporting: Balance Sheet & Schedule A with Department of Revenue, Schedules 1 & 9 with DESE
- Maintain municipal-wide inventory and reporting according to GASB 34 regulations
- Continued operations for the Rental Assistance Program in the prolonged absence of Community Services Coordinator with outreach, income validations, and landlords

2007–2013 **Pakachoag Music School of Greater Worcester, Worcester, MA**

Business Manager

- Maintain all financial accounts, Accounts Payable
- Process bi-weekly payroll for 26 employees, maintain employee files
- Monitor and process all State and Federal reporting for 501c3
- Assist with correspondence on business related matters

2007–2013 **Charles F Minney Post 3329 VFW, Millbury, MA**

Assistant to the Quartermaster

- Monitor and process all State and Federal reporting for 501c3
- Accounts Payable, Weekly Deposits, Bi-Weekly Payroll
- Audited prior year's accounts and reconciled for consolidation
- Compile Monthly and Quarterly financial reports for Membership review
- Attend to correspondence on financial matters

2007–2008 **Town of Millbury, Millbury, MA**

Assistant Town Accountant

- Supervise Accounting Clerk, approve weekly payroll and payables
- Act for Finance Director in case of absence
- Established necessary procedures manual for decentralization of account entries
- Developed Excel spreadsheets for linked timesheets and payroll reporting procedures
- Completed monthly cash reconciliation, general ledger postings, receivables reconciliations
- Maintained municipal-wide inventory and reporting
- Provided computer support for municipal employees, including Unifund BudgetSense and Microsoft Excel training
- Worked to bring municipality into GASB 34 compliance
- Monitored \$34 mil budget
- Completed concentrated audits of all departments' historical accounts as needed

2002–2004 **The King George School, Sutton, VT**

Registrar

- Maintained budgets and monitored purchasing for academic and program departments
- Installed, maintained and trained staff on WinSchool software
- Organized and maintained master files for each student
- Scheduled classes and students
- Reviewed and supplied transcripts for all incoming and departing students
- Tutored SAT prep and remedial math

2001–2002 **Shrewsbury Middle School**, Shrewsbury, MA

Permanent Substitute Teacher

- Covered all subjects grades 6, 7, & 8
- Aided school nurse in establishing Health Records Database

1999–2001 **Great Falls Middle School**, Montague, MA

Math Teacher

- Team Leader
- Taught eighth grade math and study skills
- School Community Council, worked to compose School Improvement Plans
- Led team in aligning current curriculum to state Standards
- Taught MCAS preparatory classes after school hours; Developed and taught summer school programs

1997–1999 **Simon's Stamps**, Amherst/Turners Falls, MA

Vice President, Finance

- Responsible for all accounting, bookkeeping, and office management
- Reduced prior 10-year debt by 66%
- Processed and tracked all invoices and payments with vendors and customers
- Production Manager
- Staff Supervisor
- Responsible for training new employees and continued staff development and training
- Other duties included typesetting & proofreading copy, performed shipping and receiving duties, quality assurance, and customer relations including sales.

COMPUTER SKILLS:

- PC software: Microsoft Windows, Microsoft Excel/Word/PowerPoint/Outlook 2010, VADAR Systems for Municipal Accounting, Unifund Accounting (BudgetSense), PayrollForward with Time & Attendance modules (Harpers), Quickbooks 2010, 2013, Quickbooks Payroll, MYOB Accounting, WinSchool Database 2003
- Macintosh software: Word Perfect, Microsoft Word, MYOB Accounting, MacSchool Database