

EDWARD A. LEHAN

QUALIFYING  
EXPERIENCE

TOWN MANAGER - 3/73 - 4/74 - North Kingstown, Rhode Island. During brief tenure, overhauled budget system, reorganized business practices of water utility, developed a new human resources function, pursued a vigorous staff development program and improved the quality and quantity of policy information available to the Council. *Most importantly, plans were developed under my direct leadership for the conversion and redevelopment of a 4,000 acre Naval Base (15% of Town's land). Plans call for three villages (10,000 people), industry and commerce (15,000 jobs) in an ecologically sound setting emphasizing recreation, environmental management and open space.* Resigned on principle over Council-department head relationship problem.

MANAGER OF LOCAL GOVERNMENT PROGRAM - 3/72 - 3/73 - Office of Intergovernmental Science and Research Utilization, National Science Foundation, Washington, D.C. Under terms of the Intergovernmental Personnel Act, sought to develop a new NSF grant pattern designed to improve the capacity of local governments to incorporate scientific and technological considerations into their policy and operations - very responsible work involving planning and execution of a program of national importance. Program included stimulation of locally-oriented academic public service, industry extension and advisory mechanisms. Also stimulating science-based organizational development within cities, including the formation of technical support in central process units such as budget, personnel and purchasing.

EXECUTIVE SECRETARY TO CITY MANAGER (ASSISTANT MANAGER) - 6/66 - 3/72 - City of Hartford, Connecticut. Responsible for coordinating the work of city departments, and directing the policy development process within the administration, including budget, management research and the City's legislative program, the latter involving drafting and presentation of bills and follow-up with the State Legislature. Prepared a 48 bill legislative program in 1967, 44 bills in 1969, and 46 in 1971. My experience includes extensive involvement in civil rights and poverty-fighting operations, including major achievements in pulling together the City's initial "Model Cities" application in 1967, and in drafting the City's comprehensive Community Development Action Plan, 1971-75.

*My role in developing and managing the City's decentralized "inter-agency field teams" is of special note. I proposed this innovation in 1963, while supervisor of Hartford's budget and research division. A major portion of my time was devoted to refining and expanding the "field team" concept. Three teams, housed in neighborhood offices, variously included City and State social services, code enforcement, relocation, police, sanitation, planning, education, and State employment personnel. Each team works under an assistant to the City Manager.*

SPECIAL ASSISTANT TO THE CITY MANAGER - 10/64 - 6/66 and SUPERVISOR OF BUDGET AND RESEARCH - 5/63 - 10/64 - City of Hartford, Connecticut. Under both titles, responsible for "field team" operations, the budget, the City's program of management research, and special assignments for the City Manager covering a broad range of city problems. Organized and directly managed the City's first "field team" in 1963, developed two additional teams set up in late 1966 and early 1967. Played a key role in the reorganization of the fire department and snow removal operations. Prepared and executed two annual budgets.

Studies prepared under my leadership during this period covered the relationship of the city to the regional water and sewer utility, a study of alternative sites for the location of a new public works yard, and an analysis of street lighting costs. This latter study led to negotiations with the electric utility substantially reducing costs and improving street lighting.

Worked with an interdepartmental team studying the future of the city operated hospital and related public health services, producing the study report. This report led to the transfer of the hospital to the University of Connecticut Medical and Dental School and the construction of a unique new health center housing and city's health department and two privately financed health agencies, the Visiting Nurse Association and Hartford Rehabilitation Center.

SENIOR ADMINISTRATIVE ANALYST - 6/58 - 5/63 - City of Hartford, Connecticut. Detailed work of preparation and execution of five annual budgets. In addition, produced the following studies which led to significant changes in city operations:

- \* New office and data processing procedures for registering voters and printing voting lists
- \* Vehicle replacement and maintenance policies
- \* Street sweeping operations
- \* Police manning in relation to crime patterns

JUNIOR PLANNER - 11/57 - 6/58 - City of Hartford, Connecticut. Conducted survey connected with a redevelopment project. On assignment from the Redevelopment Agency to the City Treasurer's office, I was responsible for the installation of the City's combined Social Security and Pension System.

RESEARCH ASSISTANT - 1/57 - 9/57 - Governmental Research Institute, Hartford, Connecticut, and 4/56 - 9/46 - Town of Manchester, Connecticut. With the Institute, my major accomplishment was a comprehensive report of the Hartford Public Works Department, based on extensive field studies. In Manchester, responsible for developing a split budget to implement a change in the fiscal year.

**OTHER  
QUALIFYING  
EXPERIENCE**

CONSULTANT to the Town of West Hartford on its budget for 1962-63. Consultant with Matteson Associates of Bennington, Vermont on budget organization and format of New Orleans, Louisiana, December 1966. Consultant on program development to National Science Foundation, April 1973.

LECTURER in local government and budgeting for the Municipal Training Program sponsored by the Institute of Public Service, Storrs, Connecticut, and for the Agency for International Development, Development Administrators Program. Lecturer in political science for the University of Connecticut, Torrington Branch, 1960-65. Lecturer on financial management, University of Rhode Island, 1974.

**EDUCATION**

Elementary and Secondary education in West Hartford, Connecticut, public schools-- Graduated from high school in 1946. B.A. in Liberal Arts from Hillyer College, Hartford, Connecticut, 1953. M.A. in Government from the University of Connecticut, Storrs, Connecticut, 1957.

**PUBLICATIONS** "Program Development and Evaluation for Code Enforcement" BOCA News (Building Officials Conference of America, Inc., Chicago, Illinois) March, 1965. An expanded version of this article was published in "Connecticut Government," Institute of Public Service, Storrs, Connecticut, 1965.

Management Analysis and the Decision-making Process, published in a collection of papers entitled, "The Role of Management Analysis in Government" (Institute of Public Service, Storrs, Connecticut) 1964.

Measuring the Health of Governmental Organizations: Purposes and Potentials, published in a collection of papers entitled; "The Possibilities and Potentialities of Measuring the Health of Governmental Organization." (Bureau of Government Research, Rutgers and others), May 1965.

The Municipality's Response to Changing Concepts of Public Welfare, published in a collection of papers entitled, "The Revolution in Public Welfare" (Institute of Public Service, Storrs, Connecticut), 1966. Cited extensively in Principles & Practices of Urban Planning, an ICMA training text.

Rebuilding a City: "Modest Adventures" in Hartford, authored jointly with Elisha C. Freedman, "Public Management" (International City Management Association) April 1967. (Winner of Louis Brownlow Memorial Award, 1968.

Public Budgeting, (Institute of Public Service, Storrs, Connecticut) December 1969 - a 23 page illustrated pamphlet.

Programming: Its Role in Organization Theory (Institute of Public Service, Storrs, Connecticut) Spring 1972. Also included in a book of readings edited by William G. Hills & others, Conducting the People's Business, University of Oklahoma Press, 1973.

The Future of Urban Technology, "Proceedings of the Urban Technology Seminar" (Lyndon B. Johnson School of Public Affairs, Austin, Texas), 1973.

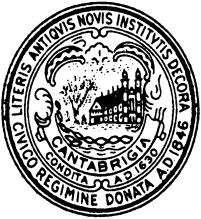
**MEMBERSHIPS** Member of International City Management Association and the American Society for Public Administration.

**MILITARY SERVICE** Two years on active duty with the U.S. Army Medical Service, 1953-1955.

**PERSONAL DATA**

Date of Birth:	June 13, 1928
Height:	5' 10"
Weight:	185
Health:	Very Good
Marital Status:	Married - Two Children

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# CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139  
Tel. 876-6800

EXECUTIVE DEPARTMENT  
JAMES L. SULLIVAN  
City Manager

September 9, 1974

To the Honorable, the City Council:

I wish to notify your Honorable Body that I have this day appointed Edward A. Lehan, Hartford, Connecticut, as Assistant City Manager for Fiscal Affairs, at an annual salary of \$25,690.00.

Attached you will find Mr. Lehan's resume.

Very truly yours,

James L. Sullivan  
City Manager

JLS/mbf

Appointment of Edward A. Lehan as Assistant  
City Manager for Fiscal Affairs.

In City Council,

Sept. 9, 1974

*Placed on file  
City Manager  
Report by E. Vellucci*