

Kelli M. Calo, CHO, CPH
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November 17, 2025

Hiring Committee
Town of Needham – Public Health Division

Dear Members of the Hiring Committee,

I am writing to express my interest in the Assistant Shared Services Manager position. With nearly ten years in Massachusetts local public health, including directing a municipal health department and managing the Public Health Excellence program for multiple communities, I bring strong experience in regional coordination, staff oversight, and building public health infrastructure.

In my current role as the Shared Services Coordinator for the Sudbury Health Department, I manage all aspects of our PHE program, supervise staff, develop policies and procedures, oversee budgets and reporting, and serve as the primary liaison with OLRH and participating towns. This work has strengthened my ability to design programming, support municipalities, and ensure grant compliance.

Previously, as Hudson's Director of Public and Community Health, I expanded department capacity, secured more than \$2.5 million in grant funding, led the COVID-19 response, and represented the department at local and state levels. These experiences sharpened my skills in training, community engagement, emergency preparedness, and program development.

I hold the CHO and CPH credentials, have completed the MA Local Public Health Foundations Course, and have extensive experience collaborating with OLRH, regional partners, and municipal boards of health.

I am enthusiastic about supporting the Charles River Public Health District and the Training Hub and would welcome the opportunity to contribute to the continued success of both programs. Thank you for your consideration. I look forward to hearing from you!

Sincerely,
Kelli M. Calo

Kelli M. Calo, CHO, CPH

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Maynard, MA

OBJECTIVE

Dynamic public health professional with a multifaceted background encompassing community health programming, public health infrastructure building, and a steadfast commitment to advancing health equity. Leveraging nearly 10 years of experience, I am dedicated to designing and implementing innovative solutions that improve community health outcomes and address systemic disparities.

PROFESSIONAL PROFILE

Results-driven public health leader with a diverse skill set and extensive experience in community health programming, public health infrastructure development, and health equity advocacy. Proven ability to conceptualize, plan, and execute initiatives that promote health and well-being across diverse populations. Skilled in program management, policy analysis, coalition building, and strategic partnership development.

EDUCATION

Bachelor's of Science in Health Education | Worcester State University | *Cum Laude*

SKILLS

Staff management and supervision | Cultural competence with expertise working with diverse, multi-lingual individuals and communities | Grant writing | Excellent interpersonal, verbal, and written communication skills | Strong organization skills and attention to detail | Commitment to promoting racial justice and health equity | Strong organizational skills, ability to prioritize and multi-task

PROFESSIONAL EXPERIENCE

Sudbury Health Department | Sudbury, MA
Shared Services Coordinator

February 2022 to present

- Managed the day-to-day operations of the Public Health Excellence (PHE) grant program, overseeing all aspects of program implementation and ensuring compliance with grant requirements and organizational policies.
- Served as the primary liaison between the Office of Local and Regional Health (OLRH), participating municipalities, and other stakeholders, facilitating communication, coordination, and collaboration.
- Provided guidance and support to participating municipalities, serving as a resource and subject matter expert on shared public health services.
- Supervised shared services staff, including hiring, training, mentoring, and evaluating employees, and overseeing their daily work activities.
- Developed and implemented policies, procedures, and performance metrics to ensure effective management of shared services staff and activities.
- Led the development and execution of a comprehensive strategy for expanding shared services, identifying new opportunities for collaboration, and building consensus among stakeholders.
- Established and maintained strong relationships with municipal officials, community leaders, and other stakeholders to promote the benefits of shared services and identify opportunities for collaboration.
- Developed and implemented monitoring and evaluation tools to track progress towards grant deliverables, analyze data, and make recommendations for improvement.
- Managed the grant reporting process, including preparing grant proposals, ensuring compliance with grant requirements, and submitting regular reports to OLRH and other stakeholders.
- Developed and managed the grant budget, including preparing financial reports, forecasting expenditures, and reviewing payroll for grant staff.

Hudson Health Department | Hudson, MA
Director of Public and Community Health

October 2017 to April 2022

- Oversaw and managed the implementation of community, public, and environmental health programs, ensuring alignment with local and state mandates and regulations.
- Provided administrative, regulatory, and programmatic support to a three-member Board of Health and the Town Manager, demonstrating adaptability, procedural improvements, and meeting demanding deadlines.
- Collaborated with local and regional partners to enhance the health of Hudson residents through coalition building and successful grant applications.
- Planned, directed, managed, and supervised all department functions, operations, and programs in compliance with regulatory requirements.
- Expanded the health department's workforce from 5 to 14 employees through non-municipal funding mechanisms, optimizing program capacity and effectiveness.
- Monitored program staff and progress for multiple regional grants, including Public Health Excellence, Contact Tracing and Case Investigation, and MassCALL3, among others.
- Secured over \$2.5 million in grant funding from local, state, federal, and private sources to support community programs and health promotion efforts.
- Represented the health department on various local, regional, and state committees and work groups dedicated to health promotion and advancing racial and health equity.
- Led the community's COVID-19 response, overseeing enforcement measures, contact tracing, vaccination efforts, and public communications to ensure a coordinated and effective response.
- Ensured all policies, systems, environmental changes, and community programs were inclusive, culturally competent, and reflective of the populations served.

Hudson Health Department | Hudson, MA
Sanitarian / Community Intervention Specialist

May 2015 to October 2017

- Managed the region-wide Mass in Motion grant, coordinating efforts to promote healthy eating and active living initiatives in communities across the region.
- Led Dementia Friendly Community training programs in Hudson, Marlborough, and Northborough, serving as Chairperson for Hudson's Dementia Friendly Action Team.
- Coordinated a smoke-free housing initiative as part of a region-wide grant, assisting multi-unit buildings in becoming smoke-free environments.
- Established and managed the Hudson Farmers' Market, overseeing operations, vendor relationships, and community engagement efforts.
- Conducted environmental health inspections, ensuring compliance with housing, septic systems, body art establishments, recreational camps, and other health regulations.
- Enforced state and local health laws and regulations, investigating public health nuisance complaints and taking appropriate actions.
- Participated in Hudson's emergency preparedness programs and planning, including budgeting, statewide meetings, coordination of the Hudson Medical Reserve Corps, and assisting the Hudson Disaster Animal Response Team.

Additional Experience

- Shared Services Coordinator | Nashoba Associated Boards of Health, Ayer, MA | July 2024 to March 2025
- Practice Manager | Powder Mill Animal Hospital, Acton MA | April 2022 to July 2023
- Senior Consultant | Sweet Safe, LLC, Acton MA | January 2017 to January 2019
- Patient Care Assistant II | UMass Memorial Medical Center, Worcester MA | Jan. 2014 to February 2016
- Aquatics Director | Quail Ridge Country Club, Acton MA | May 2008 to August 2014

REFERENCES UPON REQUEST