



Truro Select Board

Tuesday, August 11, 2020

Remote Work Session-4:30pm

Remote Meeting-5:00pm

REMOTE WORK SESSION

Open Work Session

Prepare questions for Town Manager Candidate Interviews

Close Work Session

REMOTE MEETING

This will be a remote meeting. Citizens can view the meeting on Channel 18 in Truro and on the web on the "Truro TV Channel 18" button under "Helpful Links" on the homepage of the Town of Truro website. Click on the green "Watch" button in the upper right of the page. **To provide comment during the meeting please call in toll free at 1-877-309-2073 and enter the following access code when prompted: 383-548-205.** Please note that there may be a slight delay (15-30 seconds) between the meeting and the live-stream (and television broadcast). If you are watching the meeting and calling in, please lower the volume on your computer or television during public comment so that you may be heard clearly. We ask that you identify yourself when calling in to help us manage multiple callers effectively. Citizens may also provide public comment for this meeting by emailing the Town Manager at rpalmer@truro-ma.gov with your comments.

SELECT BOARD ACTION

- A. Town Manager Candidate Interviews
Presenter: Robert Weinstein, Chair



TOWN OF TRURO

Select Board Agenda Item

DEPARTMENT: Administration

REQUESTOR: Robert Weinstein, Chair

REQUESTED MEETING DATE: August 11, 2020

ITEM: Town Manager Finalists Interviews

EXPLANATION: Three finalists for the Town Manager position were selected by the Town Manager Screening Committee. The finalists have met individually with each of the Select Board members and with the Town Manager, engaged in a Meet & Greet with the Department Heads and participated in a Community Question & Answer Session. Tonight, the Select Board will interview the three candidates for the position of Truro Town Manager in the following order:

Paul Fetherston (approximately 5:00 PM)

Sean O'Brien (approximately 6:00 PM)

Robert Wood (approximately 7:00 PM)

Discussion and deliberation will be reserved for August 12, 2020 at 8:00 am.

SUGGESTED ACTION: No action. Deliberation is scheduled for August 12, 2020 at 8:00 am.

ATTACHMENTS:

1. Candidate Resumes

Paul J. Fetherston

July 6, 2020

CONFIDENTIAL
VIA ELECTRONIC SUBMISSION

Bernard Lynch, Principal
Community Paradigm Associates
Blynch@communityparadigm.com

RE: Position of Truro Town Manager

Dear Mr. Lynch:

Please find this cover letter and attached resume as an expression of my keen interest in the position of Truro Town Manager. Having recently returned to Colorado and enjoying my work with the City of Greeley, the opportunity to return to New England – where I was born, raised and worked in local government for 15 years – to be closer to my family and to be a part of a great community is very attractive to me. As a result, it is this unique opportunity to lead the Town of Truro organization under the Select Board's direction that drives my interest at this time.

Over the past 26 years of my public service career, I have had the privilege of serving eight diverse communities and local government organizations across the United States at the executive level. During that time, I have gained extensive experience in areas of (a) enterprise services – those critical backbone services such as finance, human resources, facilities, emergency management, equity and inclusion, communications and engagement and information technology - which drive the ability of the organization to focus resources on its mission critical services; and (b) community building services such as Public Works, Transportation, Planning, Open Space, Environmental Affairs, Community Vitality and Parks and Recreation. As such, I believe I have the training, experience and savvy to lead the Town of Truro as a high performing agency. I welcome the opportunity to be considered further for the Town Manager position and offer the following background in support thereof.

Since May of this year, I have served as an Assistant City Manager for the City of Greeley – one of the fastest growing communities in Colorado and the United States. My role in overseeing the Finance and Administration of the city includes direct oversight of the Finance Department, Human Resources Department, Information Technology Department, and Real Estate Management Division. As a community and organization that is challenged by growth, it has been my responsibility to help develop and implement plans that will elevate the professionalism of the organization; focus resources and strategies in assisting the organization become one of high performance in service of the community; build a sustainable training and development program; and develop short and long term strategies to ensure the organization is a local, regional and national employer of choice. In addition, I am working with the Enterprise Services Team to develop an action plan that ensures the critical services it offers are of the highest and best quality to enable the organization to be a city achieving community excellence.

During the period of June 2017 through April 2019, I served as an Assistant County Administrator with Lake County. Located in the Northshore area just north of Chicago and adjacent to the State of

Wisconsin, Lake County is a premier community home to over 700,000 residents and over 12 Fortune 500 companies. In that role, I was responsible for providing executive support to the following functions: Communications, Finance and Administrative Services (including Facilities and Construction), Human Resources, Information Technology, Sustainability, Emergency Management, County Clerk, County Treasurer, Recorder of Deeds, and Chief Assessment Officer. In addition, I was responsible for developing and managing an annual state and federal legislative agenda on the County Board's behalf and served as a key liaison between the County Administrator's Office and States Attorney. During my tenure, I successfully managed initiatives such as an organizational and operational assessment of the Finance and Administrative Services Department; developing and implementing an initiative focused on organizational culture, recruitment and retention and training and development; the development of Enterprise Services Team which provides fundamental human resource, financial and information technology services to all county departments; and service as the Interim Director of Facilities and Construction with direct responsibility for the management of over one million square feet of physical space including a jail.

During the period of mid-2014 through mid-2017, I served as the Assistant City Manager for Asheville, North Carolina working directly for the City Manager in supporting the day-to-day operations of the city, providing project management for high level and critical initiatives, and being responsible for significant organizational development and leadership enhancements with the organization and specifically the areas of Human Resources and Public Safety. During that time, I was also charged with the responsibility to develop an equity and inclusion initiative within the organization in close partnership with key stakeholders. A community of 84,000 residents in the area of the Blue Ridge Parkway, Appalachian Trail, and Mountain to Sea Trails, Asheville is a major tourist destination that attracts over three million visitors annually. Supported by an operating budget of over \$160 million, the city provides a number of services critical to the vitality of the tourist economy and for the overall high quality of life that continues to make Asheville a popular destination for recreational living. As an Assistant City Manager, I provided supervisory direction in support of the City's overall mission and values to the following functions: City Manager's Office, General Services (Facilities and Asset Management), Equity and Diversity, Human Resources, Information Technology, Fire/ Emergency Management, Police, Parks and Recreation and Water Resources, Communication and Public Engagement, and Finance,

From May 2008 through April 2014, I served as Deputy City Manager for Boulder, Colorado. A community of 100,000 residents and home of the University of Colorado flagship campus with a student population of 30,000, the City of Boulder is one of the most progressive communities in the United States. As an international and national leader in sustainability and citizen engagement, Boulder serves as a visionary community that has inspired transformational change. During my time in Boulder, I was responsible for the day-to-day coordination of the following departments: Open Space and Mountain Parks, Parks and Recreation, Community Planning and Sustainability (including Local Environmental Action Division), Public Works including Transportation, Utilities and Facilities and Asset Management, Downtown and University Hill Management District and Parking Services, Public Safety including Police, Fire and Emergency Management, Human Resources, Finance, Information Technology, Housing, Human Services, and the City Manager's Office (including City Clerk, Communications, Policy Advisor and University Liaison).

Immediately prior to my Boulder experience, I served as the Chief Administrative Officer for the Town of Canton, Connecticut. In that capacity, I was responsible for the management of all facility and capital projects, the administration of all departments, agencies and non-elected officers of the Town. In addition, I served as the Personnel Director and was responsible for the preparation and administration of an \$8 million operating budget.

From 2002-2006, I served as Town Manager in Newington, Connecticut. A municipality of approximately 13.9 square miles with a population of 29,300, Newington is a traditional New England community with close connections to the Central Connecticut University campus and administration. As Town Manager, I was responsible for overseeing the administration and operation of approximately 21 governmental units with a staff of approximately 150 full time employees and a budget of \$28 million. The Town Manager also played a key leadership role as the Personnel Director and Public Safety Director.

In my service as Assistant to the First Selectman in Simsbury, Connecticut, it was my responsibility to assist in the day-to-day operations of 13 Town Departments with approximately 140 employees who serve a resident base of 22,000. I gained tremendous insight into labor relations, recruitment, collective bargaining, negotiations, conflict resolution, economic development, growth management, CIP planning, police services, grant solicitation and administration and benefits administration. This combined with the experience I gained in three years of service with the Town of East Hartford, Connecticut has proven invaluable.

In my service as an Assistant Corporation Counsel for the Town of East Hartford, it was my responsibility to provide legal advice and counsel to Town officials on a wide variety of municipal issues. This often-demanded involvements in an unlimited array of issues related to capital and infrastructure project administration, redevelopment. Planning and zoning, and matters related to labor, risk management and economic development. In my dual capacity as Assistant to the Mayor, I supported day-to-day management of 22 municipal agencies with a budget in excess of \$90 million that served a population of approximately 50,000.

It is this solid experience that has solidified my commitment and passion to lend my experience and talents in the operation of high performing local governments to work collaboratively and innovatively to positively impact organizations and communities – and assist the legislative body to work towards and achieve its vision and goals. My record of experience and proven accomplishment, combined with my educational background and personal qualities such as dedication, energy and strong work ethic places me in the position to be a valued and effective leader of the Town of Truro team.

I thank you for seriously considering the contributions I can make to the Truro organization, Select Board and community.

Please contact me if I can be of further assistance at the above referenced number.

Regards,

PJ Fetherston

Paul J. Fetherston

PAUL J. FETHERSTON

EXPERIENCE

CITY OF GREELEY, COLORADO – ASSISTANT CITY MANAGER

May 2019 to present

- Provide executive level leadership for and support of day-to-day management in one of the fastest growing communities in the United States through an employee base of 950 employees and a \$387 million budget for a population of over 105,000.
- Lead the organization's enterprise services including the departments of Human Resources (including health benefits and risk management), Finance (including finance, budget, purchasing and sales tax), Information Technology and Real Estate Management Division.
- In support of the Human Resources Department, engage in guidance and direction regarding investigations and disciplinary processes.
- Responsible for development and implementation of organizational culture initiatives involving performance management, learning and development and change management.
- Provide project management and leadership for organizational and community efforts such as Broadband Services, Enterprise Resource Planning (ERP) system replacement, Capital Improvement Process Initiative, COVID-19 Return to Work and Food Tax Renewal.

COUNTY OF LAKE, ILLINOIS – ASSISTANT COUNTY ADMINISTRATOR

June 2017 to April 2019

- Assist in support of day-to-day management of functions, projects and services in Lake County – located on the North Shore of Lake Michigan outside of Chicago – through an employee base of over 2,600 employees and \$503 million budget for a population of over 700,000.
 - Participate in oversight of activities operations and strategic initiatives for major service areas including Human Resources, Finance and Administrative Services, Facilities & Construction Services, Sustainability, Communications, Emergency Management, Information Technology, County Clerk, Recorder of Deeds, Chief Assessment Officer, County Treasurer and Legislative/ Government Relations.
 - Responsible for (a) leading complex strategic initiatives and special projects often involving numerous stakeholders with the opportunity to influence regional level
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change; (b) policy leadership and budget coordination; (c) performing policy research; and (d) developing and implementing programs.

- Served as Interim Director of Facilities & Construction Services Department from October 2018 to April 2019.

CITY OF ASHEVILLE, NORTH CAROLINA - ASSISTANT CITY MANAGER

May 2014 to June 2017

- Responsible for assisting in the day-to-day management of City Departments and services that encompass 1,200 employees, approximately 90,000 residents, an operating budget of \$163 million in a community that hosts over 3 million visitors annually
- Support the following departments and divisions in day-to-day coordination of functions: General Services (including Fleet Services and Facilities/ Asset Management), Communications and Public Engagement, Human Resources, Finance (including Purchasing and Risk Management), Information Technology, Fire, Police, Parks and Recreation, City Manager's Office, Equity and Inclusion, and Water Resources.
- Assist the City Manager in project management as assigned

CITY OF BOULDER, COLORADO – DEPUTY CITY MANAGER

May 2008 to April 2014

- Responsible for assisting in the day-to-day management of City Departments and services that encompass 1,250 employees, 100,000 residents and a budget of approximately \$240 million.
 - Lead collective bargaining negotiations with all employee unions including Fire, Police and municipal employees.
 - Provide project management for flood recovery efforts, cable and electrical franchise negotiations, budget stabilization strategies and Blue-Ribbon Commission on expenditures and efficiencies.
 - Supported the following departments in day-to-day coordination of functions: Police, Fire, Municipal Court, Housing, Human Services, Library and the Arts, Open Space and Mountain Parks, Parks and Recreation, Information Technologies, City Clerk, Communications, Community Planning and Sustainability, Public Works, Utilities, Transportation, Finance, Human Resources, Downtown University Hill Management District and Parking Services, City Manager's Office and University Liaison.
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TOWN OF CANTON, CONNECTICUT – CHIEF ADMINISTRATIVE OFFICER

January 2006 to April 2008

- Responsible to the Board of Selectmen for authority and administration of all departments, agencies and non-elected officers of the Town which included the development and implementation of \$8 million budget.
- Serve as Personnel Director and Purchasing Agent.
- Advise and counsel Board of Selectmen, staff and Board and Commission members on matters of a statutory and policy nature.

TOWN OF NEWINGTON, CONNECTICUT – TOWN MANAGER

May 2001 to January 2006

- As Chief Executive Officer, directly responsible for developing and implementing \$80.8 million budget including capital planning, reporting; supervision and administration of all Town Departments, Offices and services.
- As Personnel Director, responsible for personnel administration of over 200 Town and non-certified public-school employees.
- Serve as Public Safety Director, encompassing a Police Department with 44 sworn officers and a Volunteer Fire Department with 110 volunteers.
- Served as Assistant Town Manager from May 2001 through January 1, 2002.

TOWN OF SIMSBURY, CONNECTICUT – ASSISTANT TO THE FIRST SELECTMAN

May 1996 to May 2001

- Assist First Selectman in day-to-day operations of Town Hall and service provision of Town Departments.
- Evaluate Town policies and draft new or amended policies for final action; assist with drafting and implementing adopted ordinances and administrative policies.
- Responsible for management of government relations between Town and officials and agencies at the federal, state and local levels; and officials in the not-for-profit and for-profit sectors.

TOWN OF EAST HARTFORD, CONNECTICUT | ASSISTANT CORPORATION COUNSEL/ ASSISTANT TO THE MAYOR

May 1993 to May 1996

- Provide legal counsel and advice to various Town departments, elected and appointed officials and Town Boards and Commissions.

- Provide legal representation in litigation and claims involving the Town.
- Advise and counsel Department heads on policies and procedures.

EDUCATION

UNIVERSITY OF VIRGINIA WELDON COOPER CENTER FOR PUBLIC SERVICE

Senior Executive Leadership Institute, Certification of completion

WESTERN NEW ENGLAND UNIVERSITY SCHOOL OF LAW

Juris Doctor Degree

Recipient, American Jurisprudence Award for Excellence in Contracts

TRINITY COLLEGE Hartford, Connecticut

Bachelor of Arts, Political Science

CERTIFICATIONS

Licensed to Practice Law, State of Connecticut

Korn Ferry Leadership Architect

Prosci Change Management

REFERENCES

AVAILABLE UPON REQUEST

July 4, 2020

Community Paradigm Associates
1 Saddleback
Plymouth, MA 02360

To Whom It May Concern,

I am applying for the Town Manager position for the Town of Truro, MA. Having lived on Cape Cod for decades, and having served the community for just as long, I feel uniquely poised to understand the full and part-time residents of Truro as well as the various stakeholders and publics.

As Director of the Barnstable County Department of Health and the Environment, I have extensive experience in fiscal management, including budget preparation, personnel, revenue development, procurement, and capital projects. I also have spent my career working on wastewater and groundwater concerns, public health initiatives, land use, and other environmental issues.

As the founder of the Barnstable County Regional Emergency Planning Committee, I worked to bring together disparate entities who were not accustomed to working together for the betterment of the region as a whole. That includes public safety, such as police and fire departments, as well as the business community and economic development interests.

I am also one of the initial Board Members and former Treasurer of OpenCape, a leading non-profit working to develop internet accessibility across the region, and I am familiar with band-width issues and the need to increase accessibility for business interests, residential use and public safety.

At heart, I am a strategic thinker and planner, a good and interested listener to both staff and the public. I have spent my career working to protect and build this community, and I am energized by the prospect of putting my expertise to use for the people of Truro, MA.

Thank you for your consideration.

Regards,

Sean M. O'Brien

Sean M. O'Brien

Sean M. O'Brien

Experience:

October 2016-present

Director, Barnstable County Department of Health and Environment

Direct a county health department with a staff of 45 employees, including five division heads and a deputy director. Prepare and manage an annual budget of \$4-million. Provide clarification and understanding of budgetary concerns to elected county officials. Liaise with federal, state, and regional elected officials to maximize funding opportunities and support for Barnstable County. Research, seek out and manage grant funding and other potential revenue streams. Strategize future projects and goals. Resolve all personnel decisions, including hiring, evaluating, and discipline, with the assistance of the office of human resources. Provide oversight to a host of regional public health programs, including the community septic system loan program, emergency preparedness, public health crisis response, Lyme disease and tickborne illness prevention, and alternative septic system development and groundwater monitoring. Serve as executive director of a water quality laboratory. Serve as a liaison to local and state health departments on health issues of local, regional and national concern. Oversee public outreach efforts.

2012-September 2016

Deputy Director Barnstable County Department of Health and Environment

Oversee a regional health department. Provide administrative support for all department operations, including budget preparation, grant management, personnel, and overall fiscal functions. Develop, implement, and prioritize regional public health initiatives. Special projects include rabies vaccination program, lead poisoning prevention, groundwater monitoring program around municipal landfills, alternative septic system test center, and the formation of the Barnstable County Regional Emergency Planning Committee.

2001-present

Emergency Preparedness Coordinator Barnstable County Department of Health and the Environment

Provide emergency preparedness and emergency management services to the fifteen communities in Barnstable County. Respond to expected and unexpected crises, including hurricanes and winter storms, as well as the tornadoes of 2019. Coordinate power restoration, resources and regional shelters, oversee staffing and volunteers, work with local businesses and public agencies to secure resources.

O'Brien 2

1987-present

Public Health Sanitarian

Barnstable County Department of Health and the Environment

Provide public health and environmental sanitarian services. Title 5 septic plan review, including alternative septic system designs. On site wastewater system soil evaluations and final inspections of installed systems. Sanitary code inspections and enforcement including housing, swimming pools, restaurants, and lodging. Prepare local Board of Health meeting agendas and act as liaison with Boards of Health and project applicants.

Selected Accomplishments:

Managed Barnstable County's ongoing response to the COVID-19 pandemic.

Set up the state's first drive-through testing site in conjunction with Cape Cod Healthcare. Researched potential surge sites, choosing several facility options, acquiring equipment. Secured and disseminated PPE, prioritizing local government agencies and first responders. Identified local "hotspots" and coordinated rapid testing with Cape Cod Healthcare. Developed testing strategies to increase availability to the public. Created information and communication strategies, revamping the website and social media. Hosted daily media briefings to keep the public informed.

Assisted the Town of Provincetown with the Implementation of a Wastewater Treatment System for the Commercial District. Drafted escrow agreements between the town and owners of properties in the sewer district. Evaluated properties for estimated wastewater flow. Drafted and reviewed town wastewater regulations in accordance with state and federal regulations. Worked with town consultant to review and facilitate wastewater hookups to ensure compliance with Clean Water and Safe Drinking Water Acts.

Founder, Barnstable County Regional Emergency Planning Committee (BCREPC).

Directed the formation and continued operation of a regional emergency planning committee for fifteen communities in Barnstable County and Nantucket. Built coalitions among all key stakeholders, including police, fire, public health, public works, hospitals, town managers, and non-profit agencies. Coordinated the development of a Regional Hazardous Materials Response Plan. Prepared and secured \$7.5-million in state and federal funding to implement emergency preparedness and homeland security programs. Established a Multi-Agency Coordination Center to support local town emergency managers in making resource requests during emergencies and to identify and prioritize power restoration assets. Implemented the use of CAMEO for tracking hazardous materials users in BCREPC jurisdiction. Coordinated various training opportunities for REPC agencies. Extended duties of BCREPC to include "All Hazard" Emergency Planning. Facilitated the development of a regional sheltering plan for Cape Cod. Assisted with the development of the Cape Cod Emergency Traffic Plan. Assisted with the development of a regional Type 4 Incident Management Team. Coordinated annual hazardous materials response exercise for BCREPC and regional agencies. Established a small business continuation of operations and post-disaster recovery program.

O'Brien 3

1999-2015

Adjunct Faculty Instructor

Cape Cod Community College

Selected Accomplishments:

Wrote and Implemented a Curriculum for a 3 Credit Hazardous Materials Management Course. Educate students in the Environmental Studies Program about methods regarding the treatment, storage, and disposal of hazardous waste under the Resource Conservation and Recovery Act, Hazardous Materials Transportation Act, Superfund Amendment Reauthorization Act and Comprehensive Environmental Response Compensation and Liability Act.

Instructor: ENV 102 Survey of Environmental Technology (2003). Taught introductory environmental class to non-environmental science majors. Provided overview of local, state and federal environmental regulations and current environmental technology.

OSHA HAZWOPER 40 Hour Certification Instructor and Recertification Instructor. Instruct and Certify environmental professionals regarding Hazardous Waste Site Operations and Emergency Response. Many of the courses were provided at the Massachusetts Military Reservation to members of the Air National Guard, Army National Guard and the environmental consultants for the facility.

Boards and Committees:

Member Cape Cod Covid-19 Reopening Task Force

Board Member Cape and Islands EMS

Board Member OpenCape Corporation, Treasurer 2008 - 2013

Member Massachusetts Emergency Response Committee

Member Barnstable County Incident Management Team

Member Massachusetts South East Traffic Planning Committee

Member Town of Dennis Conservation Commission 1997 - 2003

Associate Member Town of Brewster Conservation Commission 1995 -1997

Relevant Certifications:

Registered Sanitarian, #1015, Commonwealth of Massachusetts

Massachusetts Certified Soil Evaluator

Massachusetts Certified Septic System Inspector

Red Cross Instructor, Standard First Aid CPR

Homeland Security Exercise Evaluation Program (HSEEP) Certified

FEMA "All Hazard" Incident Management Team Training

Liaison Officer, Incident Commander and Logistics Section Chief Position Specific Certification for Incident Management Teams

Education:

B.S. University of Massachusetts 1987, Amherst, MA. - Public Health

6 July 2020

Bernard Lynch
Principal
Community Paradigm Associates
One Saddleback
Plymouth, MA 02360

Mr. Lynch:

I am writing to express my interest in the Town Manager position for the Town of Truro, Massachusetts. I believe that I am a great fit for the position given my background, experience, and interests as well as the needs of the Town of Truro – and I hope you will agree.

I have spent the last twenty years as a local government manager. That experience has given me the leadership, managerial, and organizational skills that are needed for the Town Manager position you are looking to fill. I am committed to and have a deep respect for the Select Board-Manager form of government where the Select Board makes policies, sets goals, and determines the direction for the Town, while my role is to make recommendations, provide administrative support, and work with the Town Select Board on setting goals, policies, direction, etc. Once the Board makes those decisions, I as the manager accept the decisions and then work collaboratively with the Town staff to develop, plan, and implement the policies and goals. I am committed to best practices and high ethical standards in all aspects of local government including public involvement and consensus building, assisting with policy development, and always keeping the Board Chair and all members of the Select Board equally apprised of all important town matters. I am astute politically (as such understanding is necessary for success), but never political. The wide range of issues that I have dealt with as a local government manager have helped advance my reputation as someone who can listen to all stakeholders in an open and transparent manner in order to find creative and fair solutions. In short, I seek to build consensus and drive results.

I have worked hard to enhance my communication skills (both written and verbal) which has given me the ability to share information effectively with both internal and external stakeholders. I am told that I have a calm and friendly demeanor that does not change when tense or pressure-filled situations occur—an asset that is extremely useful when working with conflicts or other challenges that arise. The business of any community is serious and important, but it helps to have the ability to use levity or humor to maintain strong relationships with the Board, Town staff, and the public. I have become skilled in this area (if I do say so myself)—using humor while still remaining professional and productive. I have always been able to develop positive and productive relationships with those that I work for and those that I lead and manage—at all levels. That includes being supportive and compassionate as well as holding staff accountable for their performance without micromanaging—because department heads and other staff members should have the opportunity to learn and grow by having responsibility. I also provide employees with internal and external training and professional development opportunities so that they can develop the skills that they need for their specific areas of responsibility and make sure they have the tools and resources that are needed to do their jobs.

My management style is collaborative in that I like to meet with department heads and in some cases, other members of the Town staff to discuss challenges or methods of implementing Board directives and requests, and then bring everyone to a consensus as to how to proceed. Having the leadership team involved helps give everyone buy-in and also leads to better results as an open exchange of ideas, even when the discussions are difficult, leads to better outcomes. Leading by example is always the best way for a manager to emphasize the importance of dedication, high ethical standards, professional integrity, and the values of the organization. I have been successful with this approach, and I am confident that I can do the same in Truro in order to have a staff that provides excellent customer service to all that interact with the Town and demonstrates the Town's values: *Excellence, Integrity, Openness and Transparency, Historic and Environmental Protection, Fiscal Integrity, Diversity, and Collaboration.*

I am committed to keeping my knowledge and skills up to date through training and professional development in order to assure that the community I work for benefits from new trends and innovations in local government administration and management. That is why that I have been a member of the International City County Management Association (ICMA) and the Texas City Management Association for my entire career—and the reason that I worked to achieve the ICMA Credentialed Manager designation.. I have always worked well with and maintained strong, productive relationships with neighboring communities and other government entities and agencies and been able to find ways to share services and resources for the betterment of all. I have worked extensively with the state legislature to protect the interests of the cities I have worked for, and I have also been the media contact in both cities I have worked.

In my twenty years as a local government manager, I have worked in three cities, and one of those cities only worked with in an interim capacity. I have not jumped from one job to the next, as I prefer to become a part of the community and to be personally invested in its success. I believe that having a manager stay in a community for an extended period of time contributes to the stability and success of the community. Having worked in a low to middle income city and an extremely affluent city, I have learned to work with all different types of people. I can speak, read, and write Spanish fluently—a result of having lived in Mexico for almost two years.

My more than twenty years of local government management experience matches up well with the needs of Truro. One of the best aspects of working in local government is that every day is different, and one must develop a varied skill set in order to meet different challenges that come up each day. With more than twelve years of experience managing a low tax, low density, semi-rural community surrounded by a major metropolitan area, I believe that my background dealing with environmental conservation and preservation will work well to address many issues in Truro including the Harbor, Shellfish, and Recreation and Beach Departments as well as matters related to climate change, coastal management, drainage projects, and a new Department of Public Works facility. I would be dedicated to working with the Select Board to achieve the Board's *Fiscal Year 2020 Goals and Objectives* and to assist the Local Comprehensive Plan Committee to complete an updated *Local Comprehensive Plan* to prepare and plan for Truro's future. I have a strong background in the creation, initial buildout, and expansion of a municipal wastewater system with the accompanying challenges of ratemaking, financing, etc. in a situation where only a portion of the community is on the system. I am also experienced in overseeing the regulation, including permitting and ongoing inspections, of individual septic systems. Over the past twenty years I have dealt with and helped find solutions to the need for alternative and additional revenue sources, citizen involvement and public outreach, capital improvements (public infrastructure and facilities, housing, public safety, and parks and recreation).

I am a recent empty nester, so I have the opportunity to move anywhere that I choose. I am interested in being part of a community that offers four seasons, extensive recreational and cultural opportunities, a wide variety of outdoor activities within a reasonable distance, and beautiful natural areas—that is also relatively close to major metropolitan areas for the opportunities that such areas provide. Truro checks all of these boxes and more.

I have enclosed my resume which explains my background and experience that have prepared me to be successful in the Truro Town Manager position. I hope you will consider my application carefully and invite me to interview for the position. Please feel free to contact me at (512) 422-3536 or robertwood.icmacm@gmail.com. Thank you for your consideration.

Sincerely,



Robert J. Wood

ROBERT J. WOOD

LOCAL GOVERNMENT MANAGER

Experienced Local Government Manager dedicated to the success of local government through service to cities and towns and – most importantly – their residents.

STRATEGIST

I leverage my approximately 20 years of experience in local government to provide insights, skills, knowledge, and counsel to help the City/Town Council get to where it wants to go.

COLLABORATOR

I work with all stakeholders to find the common ground and to plot a course forward that can be championed by all. I celebrate diversity of both background and ideas, and I excel at finding the optimal solution even in the most difficult of circumstances.

TACTICIAN

I implement the will of the City/Town Council and do so in the most efficient and effective way possible. I sweat the details. I consider the consequences. And I manage the details that might otherwise bog down the Council, so they can better focus on the big picture issues.

MANAGER

I provide direction, set priorities, and remove roadblocks for my team so that they can carry out the will of the City/Town Council. I teach, counsel, guide and support my team members to get the job done with integrity, precision and excellence every time—always in accordance with the communities mission and values.

EXPERIENCE

INTERIM CITY MANAGER: City of Bastrop, Texas, March 2020 – June 2020

Work with City Council to set goals and policies for City. Manage the day-to-day operations of the city and oversee all projects. Supervise all department heads and coordinate the work of city departments. Oversee 150 employees and an annual budget of approximately \$60 million.

CITY ADMINISTRATOR: City of West Lake Hills, Texas, January 2007 – August 2019

Manage the day-to-day operations of the city and oversee all projects. Supervise all department heads and all administrative employees. Work with City Council to set goals and policies for City. Oversee 26 employees and an annual budget of approximately \$8.6 million.

- Increased revenue through state and local franchise agreements boosting City revenue by approximately fifteen percent, an additional \$6 million over past ten years.
- Improved the quality of service to residents and saved the City \$400,000 per year by eliminating the City's dispatch department and contracting with County to provide same services.
- Managed the acquisition of all necessary rights-of-way (approximately fifty parcels with a budget of about \$6 million), as required by State of Texas for

major improvements to Bee Cave Road (the main state highway that runs through city) and one of Austin's major east-west thoroughfares.

- Oversaw the \$17 million acquisition of the city's wastewater collection system from the Lower Colorado River Authority in order to better control costs for residents and businesses.
- Managed a \$5.25 million expansion to wastewater system which was completed on time and under budget.
- Implemented City's first mass notification system to contact residents via telephone, email, and text messages in case of emergency and to keep residents informed of important events in community. Also implemented and oversaw all social media efforts for City (Facebook, Twitter, NextDoor, Instagram, etc.)
- Worked with the local water district to absorb a small, privately owned and failing ground water system that was in distress—increasing efficiency and quality of service provision.
- Monitored state legislation and City's response to good and bad legislation to protect the interests of the City and its residents. Worked with legislative staffers, other local governments, and local government professional associations for local governments and also spoke on behalf of City at multiple legislative committee hearings.
- Oversaw enforcement of strict environmental and development regulations including outdoor lighting, tree preservation, and onsite septic facilities including updates and improvements to city ordinances regarding development, outdoor lighting, signs, protection of trees and other vegetation, removal of invasive vegetation species, planting of native vegetation species, fire safety requirements, etc.
- Deployed multiple technology improvements including automated wildfire detection, new software and hardware for general ledger, accounts payable, payroll, timekeeping, utility billing, and municipal court, and police department as well as converting to an IP based phone system for city offices and a complete redesign of city website.

CITY MANAGER: City of Flatonia, Texas, February 1999 – January 2007

Manage daily operations of the city and oversee all city projects, supervise all department heads and worked with City Council to set goals and policies.

- Implemented the annexation of key retail areas leading to increased sales tax revenue. This project had been a goal for the City for thirty years, but no progress had been made on it previously.
- Update of infrastructure including new water well, wastewater treatment plant expansion, replacement of water and wastewater lines, upgrade of electric distribution system, and street improvements.
- Led the effort to create the City's first comprehensive plan that led to many of the infrastructure improvements listed above and allowed for the adoption of the city's first zoning ordinance. That comprehensive plan guided many areas of the City's efforts for at least ten years. The city had discussed and desired to have zoning and land use regulations for forty years, but had never been able to make any progress on that goal.
- Applied for and received over \$1 million in grants including funding for technology, water and wastewater infrastructure, housing rehabilitation, and parks and recreation.

- Implemented system to begin enforcement of zoning ordinance, building codes, and City Code.
- Developed Geographic Information System (GIS) program for city to make all utility, zoning, property, and other information available to all departments.
- Managed upgrade to new software and hardware for general ledger, utility billing, accounts payable, payroll, permits, and municipal court.
- Worked in partnership with the Flatonia Chamber of Commerce to promote tourism. Also led City's economic development efforts.
- Oversaw the biggest environmental cleanup in City's history through code enforcement and application of other city ordinances to clean up abandoned properties, demolish nuisance buildings, etc.—improving the quality of life for all residents in the area.

EDUCATION

MASTER IN PUBLIC AFFAIRS

LBJ School of Public Affairs, University of Texas (Austin, Texas)

BACHELOR OF ARTS WITH HONORS IN ECONOMICS

University of Texas (Austin, Texas)

HONORS AND AWARDS

Scenic City Silver Certification by Scenic Texas, 2019

Certificate of Achievement for the Richard R. Lillie Program for Planning Excellence from the Texas Chapter of the American Planning Association, 2019

Twenty Year Service Award, International City/County Management Association, 2019

Ten Year Firewise Certification, National Fire Protection Association, 2018

Twenty Year Service Award, Texas City Management Association, 2018

Transparency Star Award from the State Comptroller for financial transparency, 2016

Texas Municipal Excellence Award in Public Safety, Texas Municipal League, 2015

Recognized Scenic City Certification by Scenic Texas, 2015

Credentialed Manager, International City/County Management Association (ICMA), 2014

Firewise Certification from National Fire Protection Association, 2008

Terrell Blodgett Fellowship (Awarded annually to an LBJ School of Public Affairs student pursuing a career in local government), 1998

Eagle Scout, 1989

SPEAKING, WRITING, AND TEACHING

Co-Presenter, *Small Cities with Big City Regulations*, International City/County Management Association (ICMA) Annual Conference, 2017

Co-Presenter, *Federal Courts and State Capital Tackle City Scenic Views: Trees, Signs, and Scenic Cities in the 85th Legislative Session*, Legislative Update, Texas Association of Municipal Clerks, 2017

City Manager Roundtable for Local Government Management Course, LBJ School of Public Affairs, 2016

Co-Author, *Fire Safety in a Wildland Urban Interface*, Texas Town and City Magazine Published by the Texas Municipal League, 2015

City Manager Roundtable for Local Government Management Course, LBJ School of Public Affairs, 2015

Co-Presenter, *Municipal Regulation of Outdoor Lighting*, at the Texas Chapter of the American Planning Association Annual conference, 2015

Speaker, LBJ School of Public Affairs Brown Bag Series, 2012

ASSOCIATIONS

Texas City Management Association (TCMA), 1998 to Present

International City/County Management Association (ICMA), 1998 to Present

VOLUNTEER WORK

Member, ICMA Model Employment Agreement Task Force, International City/County Management Association, 2018 to present

Ethics Committee, Texas City Management Association, 2017 to present

HARD SKILLS

Verbal and written fluency in Spanish

Microsoft Office

Information Technology

SOFT SKILLS

Leadership through setting an example of ethics and integrity and by supporting staff—holding them accountable, but not micromanaging. Being politically astute without being political.

Friendly and Respectful to everyone I interact with—City Council, city staff, residents, other government entities and agencies, etc. Able to challenge or question the assessments or ideas of others in a professional and courteous manner in order to benefit and protect the City that I work for.

Knowledge of City Operations including finance and budget, utilities (water, wastewater, solid waste, and electric), planning and development, public information and relations, and public works.

Knowledge and interest in Technology as a means to an end—a tool to make operations more efficient and productive in order to better provide service to the City and the community that it serves—thereby raising the quality of life for all residents.