

TOWN OF FALMOUTH
SELECT BOARD
AGENDA
SUNDAY, MARCH 26, 2023 – 2:00 – 4:00 P.M.
SELECT BOARD MEETING ROOM
TOWN HALL
59 TOWN HALL SQUARE, FALMOUTH, MA 02540

Town of Falmouth
Select Board

Meet and Greet

Sunday, March 26, 2023 from 2:00 p.m. to 4:00 p.m.

Select Board Meeting Room
Falmouth Town Hall
59 Town Hall Square, Falmouth, MA 02540

The Select Board invites members of the community to stop by Town Hall in the Select Board Meeting Room to meet the candidates for our next town manager.

Nancy R. Taylor, Chair
Select Board



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1. Peter Johnson-Staub résumé

Peter K. Johnson-Staub

62 Old Fields Rd
Sandwich, MA 02563

February 4, 2023

Richard J. White
Groux-White Consulting, LLC
1 Pelham Road, Lexington, Massachusetts 02421

RE: Falmouth Town Manager

Dear Mr. White:

I write to confirm my interest in the Falmouth Town Manager position. I am proud of my work with the Select Board and staff in the months I have served as Interim Town Manager. I believe we have demonstrated that together we can elevate the performance of the Board and Town administration and hope to have the opportunity to build on that success in the years ahead.

My qualifications include over 25 years of experience working in the Town Manager's Office of four Massachusetts towns, including more than two decades in Cape Cod communities. Over that time I have gained expertise and skills in the areas of capital planning, finance, human resources, collective bargaining, and affordable housing. I have an understanding of many of the most important issues Falmouth faces including workforce shortages, water quality, coastal resilience, and an aging population. At the same time, I recognize I have much more to learn about the diverse perspectives and needs of the community.

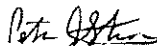
To be effective as Falmouth Town Manager at a time when the Town faces a host of complex challenges, I will need to draw on the knowledge and experience of staff members, committee members and the community at large. One aspect of the job I enjoy most is analyzing issues with staff members and presenting informed recommendations or options for the Select Board's consideration. I believe we have done a better job of that since I took on the duties of the Town Manager and point to the decision making process regarding Fire Department staffing as a case in point.

Another area of improvement is in strategic planning. At my suggestion, the Board expanded the process from one session to three to allow time for more meaningful discussion of priorities. I was then able to present the Board with some actionable budget choices to align the FY2024 Proposed Budget with the Board's strategic plan.

My brief time in the interim role has confirmed for me that the scope and complexity of the position are daunting for anyone. I believe I have the experience, skills and character to rise to the challenge. If given the opportunity, I will continue to work on building strong working relationships with the members of the Select Board so we can collaborate effectively to deliver on the Board's goals for the community.

Thank you for your consideration.

Sincerely



Peter K. Johnson-Staub

Peter K. Johnson-Staub

62 Old Fields Rd
Sandwich, MA 02563

Professional Experience

Town of Falmouth, Assistant Town Manager, Falmouth, MA 11/16-present

- Serve as Acting/Interim Town Manager from May 2022 to present.
- Worked closely with Town Manager in many aspects of administration including communicating with and supporting department heads, preparing information for Select Board and Town Meeting.
- Supervised Community Services Department consisting of Beaches, Human Services, Libraries, Recreation, Senior Services and Veterans Services.
- Led contract renewal bargaining for most unions within policy parameters of Town Manager.
- Facilitated monthly land use planning meetings to share information on significant development proposals and seek to improve efficiency and consistency of permitting process.
- Worked with Town's first Housing Coordinator to prepare and administer policies and procedures for Falmouth Affordable Housing Fund.
- Collaborated with The 300 Committee and Agricultural Commission on purchase of Tony Andrews Farm then oversaw preparation of request for proposals to lease farm to private operator.
- Covered some of the duties of various positions during vacancies including: Housing Coordinator, Personnel Director, and Finance Director.

Town of Yarmouth, Assistant Town Administrator/Director of Community Services, Yarmouth, MA 2/01-11/16

- Served as Acting Town Administrator from December 2010 to May 2011 and January 2016 to November 2016.
- Worked closely with Town Administrator in all aspects of administration including budget preparation, financial planning, collective bargaining, and communicating with Board of Selectmen, management staff, the public and the media.
- Directly supervised the Community Services Division Heads: Natural Resources, Parks & Recreation, Golf, Libraries, Senior Services, Information Technology, and Town Clerk.
- Led staff teams to address issues such as problem motel and residential properties, oversight of construction projects, and wastewater planning.
- Oversaw development of capital improvement plan and its review by Capital Budget Committee.
- Prepared draft tax rate recap for budget development purposes.
- Conducted collective bargaining independently with four unions; support Town Administrator with Police and Fire unions.
- Played lead role in addressing employee discipline and personnel matters working closely with department heads and labor attorneys.
- Oversaw employee recruitment and selection for the Town; provided guidance and support regarding selection process to management staff; participated in interviews for management positions.
- Oversaw energy budget and general insurance administration.

Town of Andover, Management Analyst, Andover, MA 2/98-1/01

- Assist Town Manager and Finance Director in all areas of municipal management.
- Work closely with Town Manager and department heads in all aspects of preparing and reviewing operating budget and capital budgets.
- Participate in collective bargaining. Provide benchmarking data and cost analysis of proposals.
- Provide primary staff support for Town-wide Strategic Planning Task Force.
- Prepare research, analysis and speaking notes for Selectmen meetings and Town Meeting.
- Assist Town Manager and Human Resources Director with various activities including hiring and Fair Labor Standards Act interpretation.

- Research and negotiate agreements for competitive purchase of electricity and natural gas.
- Serve as Acting Town Manager in Manager's absence.

Town of Lexington, Management Analyst, Lexington, MA

5/97-2/98

- Developed operating and capital budget requests with input from Public Works Director and Superintendents.
- Prepared RFP for refuse and recycling collection contracts.
- Provided staff support and coordinated RFP for Hanscomb Area Towns Committee comprised of Selectmen from four neighboring towns.
- Worked with Cable Committee to negotiate an agreement with RCN to provide competitive cable service.

Town of Lexington, Management Intern, Lexington, MA

6/95-5/97

- Participated in developing and producing Town Manager's Proposed Budget which was awarded the GFOA Distinguished Budget Presentation Award.
- Prepared and evaluated RFP for general liability and property insurance with assistance from citizen volunteer and staff.
- Prepared analysis and reports including a 140 page in depth staffing level study.

Education

- Master of Public Administration, The American University, Washington, D.C.
- Bachelor of Arts, Government, Cornell University, Ithaca, NY

5/95

5/89

Computer Skills

- MS Office Suite, CivicPlus (website content management)

Professional Affiliations

- International City/County Management Association Associate Member
- Massachusetts Municipal Association

References

William Hinchey
Yarmouth Town Administrator, retired

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Robert C. Lawton, Jr.
Yarmouth Town Administrator, retired

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Reginald S. Stapczynski
Andover Town Manager, retired

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Additional references available upon request

2. Michael Renshaw résumé

MICHAEL RENSHAW, MPA, ICMA-CREDENTIALLED MANAGER

1026 CYPERTS TRAIL, WINDER, GA 30680
[REDACTED]

CAREER OBJECTIVE

Senior management position in a well-planned and vibrant community that will benefit from my twenty-nine years of innovative and transformational local government leadership and management experience. I am well versed in public safety, program evaluation and performance measurement, community development, utilities operations, emergency management, finance and budgeting, strategic planning, and economic development. I strongly believe in the power of building collaborative partnerships among diverse community stakeholders.

PROFESSIONAL EXPERIENCE

7/8/2022 TO PRESENT White County (pop. 32,000)

COUNTY MANAGER, WHITE COUNTY, GEORGIA

- Manage and direct the daily operations of 11 county departments including public safety, community and economic development, public works and transportation, senior center, facilities maintenance, human resources, finance, information technology, elections, and parks and recreation.
- Provide leadership and professional development to 452 outstanding employees.
- Implemented a robust performance measurement platform that measures 30 department metrics tied to and supporting the Board of Commissioners strategic priorities and initiatives.
- Leading a policy recommendation group focused on affordable workforce housing development.
- Established and implemented a robust five-year Capital Improvement Plan.
- Administer and manage the FY23 annual budget of \$33.7 million.
- Currently leading the design and construction of a \$10 million indoor recreation facility designed to enhance recreational sports tourism.
- Led a strategic planning effort focused on identifying and advancing the strategic policy goals and objectives of the Board of Commissioners.

1/18/2021 TO 7/8/2022 Highlands Ranch (pop. 104,500)

GENERAL MANAGER, HIGHLANDS RANCH METROPOLITAN DISTRICT, COLORADO

- Managed and directed the daily operations of all district departments including public works and public utilities billing (water and wastewater), engineering, public affairs, stormwater management, human resources, finance, and parks, recreation, and open space.
- Chaired the Partnership of Douglas County Governments management group in 2022.
- Implemented a robust performance measurement platform that measures 40 Key Result Areas that are associated with and supported the elected body's strategic priorities.
- Extremely knowledgeable and adept at developing innovative fiscal strategies within the constraints of a TABOR environment.
- Achieved AA+ bond rating.
- Prepared and properly administered the FY22 annual budget of \$83.2 million.
- Led efforts to retire all remaining debt obligations of the district (~\$19 million) three years early in 2021, saving approximately \$735,000 in interest payments.
- Led the design and construction of a \$14 million senior center facility.

- Advised the Board of Directors on issues and programs and recommend legislation and policies to advance the strategic policy goals and objectives of the Board.
- Implement innovative uses of technology, including an automated asset and workorder management platform and automated agenda management system, to enhance efficiency and effectiveness across the organization.

5/2/2016 TO 1/18/2021

Barrow County, GA (pop. 84,000)

COUNTY MANAGER, BARROW COUNTY, GEORGIA

- Provided management, leadership, and guidance over the daily operations of 12 county departments and professional development of 525 dedicated employees.
- Prepared and submitted the annual budget and Capital Improvement Program and properly administer the \$84.8 million FY21 budget as adopted by the Board of Commissioners.
- Improved the County's bond rating to AA1 in 2020 through conservative fiscal management practices including capital debt refinancing and early retirement.
- Reduced general property tax rates by 24% over previous five fiscal years while maintaining outstanding customer service levels and strategically expanding critical service programs.
- Directed all aspects of building management and maintenance for over 840,000 square feet of county owned facilities.
- Completed the construction of a \$10.4 million park expansion to enhance sports tourism, \$17 million wastewater treatment facility, and \$3.5 million Fire Rescue station.
- Significantly reduced Emergency Medical Services operating expenses and ambulance response times in 2019 through the creation of an innovative public-private partnership.
- Oversaw all public works operations including water distribution, wastewater collection and treatment, stormwater utilities and road construction and maintenance of 470 lane miles.
- Led the creation and adoption of the county's Comprehensive Plan 2020-2030 and Unified Development Code update.
- Managed all aspects of countywide economic development activities, including commercial and industrial recruitment and retention, workforce development, industrial park improvements, and development of relocation incentives.
- Implemented the BarrowStat performance measurement program which tracks 30 departmental Key Performance Indicators to enhance operational efficiency, effectiveness, and customer service.
- Negotiated critical intergovernmental agreements with a variety of federal, state, and local agencies and elected officials.
- Implemented a comprehensive employee annual evaluation program in conjunction with an innovative Pay-for-Performance program beginning in FY2017.

12/5/2011 TO 5/2/2016

Camden County, NC (pop. 10,300)

COUNTY MANAGER, CAMDEN COUNTY, NORTH CAROLINA (COASTAL OUTER BANKS)

- Provide management, leadership, and guidance over daily operations of 10 county departments, including finance, library services, human services, public works, and planning.
- Led the design and construction of the county's first library and cultural heritage museum.
- Developed and implemented a robust and equitable residential and commercial stormwater utility fee program.
- Prepared and submitted the annual budget and Capital Improvement Program and properly administer the \$20.5 million combined budget as adopted by the Board of Commissioners.

- Developed funding solutions to replace aging school facilities and launched a Pre-K program to better prepare students to be successful.
- Served as the Executive Control Group Leader of the emergency management team during activation of the Emergency Operations Center.
- Served as Public Information Officer for the county; respond to all media inquiries and assists the Board in developing and communicating legislative goals and objectives.
- Engaged community groups and county departments in developing and implementing long range community development projects including the construction of a waterside park, library, and cultural heritage museum.
- Proactively marketed county industrial sites and coordinate economic development projects.
- Encouraged innovation and creative problem solving at the staff level; reviewed suggested departmental programs and made appropriate recommendations to the Board.

12/13/2010 TO 12/5/2011 City of Grantville, GA (pop. 3,041)
CITY MANAGER, GRANTVILLE GA

- Managed and directed daily city operations of all departments including public safety and public utilities (electric, water, wastewater, and natural gas).
- Led several downtown revitalization projects and re-wrote the Historic Preservation Ordinance.
- Advised the City Council on issues and programs and recommend legislation and policies required in the public interest.
- Developed and directed the implementation of goals, objectives, policies, procedures, and work standards for the City.
- Prepared and recommended long-range plans for City services and programs; develop specific proposals for action on current and future City needs.
- Conducted research and coordinated the preparation of a wide variety of reports and presentations to the City Council and outside agencies.
- Developed and managed the annual city operating budget of \$6.5 million.

10/16/2008 TO 3/2/2010 City of Atlanta, GA (pop. 443,000)
DIRECTOR, BUREAU OF CODE ENFORCEMENT

- Responsible for the daily operations of the Bureau of Code Enforcement.
- Provided leadership and guidance to 47 professional code enforcement staff.
- Interpreted and consistently enforced the city's zoning, housing, building, commercial, and industrial codes.
- Established, implemented, and evaluated innovative policies, programs and services.
- Drafted and implemented new legislation and revisions to existing city codes.
- Prepared and administered bureau budget of \$4.7 million.
- Analyzed performance data and prepare and monitor ATLStat performance measures to enhance operational accountability.
- Extensive collaboration with senior management, elected officials, and media.
- Researched complex issues and prepared high-quality presentations and detailed written reports.

7/16/2001 TO 10/16/2008 City of Mesa, AZ (pop. 452,000)

7/2/2007 - 10/16/2008

DIRECTOR, CODE COMPLIANCE DIVISION

- Responsible for the daily operations of the Code Compliance Division.
- Provided leadership and guidance to 25 professional staff.

- Interpreted and consistently enforced the city's zoning, housing, and neighborhood preservation codes.
- Planned, developed, implemented, and evaluated innovative programs and services.
- Served on Emergency Management Planning Team (Mesa Fire Department).
- Prepared and administered Code Compliance Division budget of \$2.5 million.
- Prepared and monitored MesaStat performance measures to enhance operational accountability.
- Extensive collaboration with senior management and elected officials.
- Researched complex issues and prepared high-quality presentations and detailed written reports.

6/13/2005 - 7/2/2007

ACTING DIRECTOR, NEIGHBORHOOD OUTREACH DEPARTMENT

- Managed and coordinated community meetings and planning activities.
- Designed and implemented creative Web resources and applications.
- Prepared and administered Neighborhood Outreach budget of \$750,000.
- Met with neighborhood groups and facilitated problem solving exercises.
- Researched and analyzed data concerning Neighborhood Quality of Life Indicators.
- Extensive media contact to educate public on programs and services.

1/10/2005 - 6/13/2005

SPECIAL ASSISTANT TO THE MAYOR

- Coordinated special projects involving numerous city departments.
- Prepared written reports and correspondence to senior staff and local/state elected officials.
- Conducted research concerning the impact of state and federal legislation.

7/16/2001- 1/10/2005

NEIGHBORHOOD OUTREACH COORDINATOR, NEIGHBORHOOD SERVICES

- Developed and managed neighborhood improvement programs and services.
- Served as a liaison between community groups and city staff and elected officials.
- Engaged in issue identification and problem-solving community meetings through the Neighborhood Registration Program.

4/5/1993 TO 7/16/2001 Glendale, AZ (pop. 192,000)

POLICE OFFICER/POLICE DETECTIVE

- Responded to citizen calls for service under emergency and non-emergency circumstances.
- Executed sound judgment and apply discretion when applying local ordinances and state laws.
- Conducted bank and credit card fraud investigations using financial document analyses.
- Prepared complex narrative criminal reports to be used at criminal trial.

EDUCATION

1998-2001 Arizona State University Tempe, AZ

MASTER OF PUBLIC ADMINISTRATION

- Program GPA of 3.9
- Extensive coursework in public sector management, organizational development, program evaluation, and budgeting/finance.

1993-1997 Arizona State University Tempe, AZ

BACHELOR OF SCIENCE, CRIMINAL JUSTICE STUDIES

- Graduated Magna Cum Laude, GPA 3.78

1990-1992 University of the State of New York Albany, NY

BACHELOR OF SCIENCE, SOCIOLOGY

SPECIALIZED TRAINING/CERTIFICATION

- FEMA Emergency Management Institute NIMS Certified: Emergency Program Manager (IS-1), Introduction to Hazardous Materials (IS-5), Guide to Citizen Preparedness (IS-22), Incident Command System (IS-100), ICS for Initial Action Incidents (IS-200), Principles of Emergency Management (IS-230), Emergency Planning (IS-235), Disaster Basics (IS-292), National Incident Management System (NIMS) (IS-700), National Response Plan (IS-800), and G402 ICS for Executives/Senior Officials
- International City/County Manager's Association, Full Member
- ICMA Credentialed Manager Certification (awarded October 2020)
- Certified Public Facilitator, Institute for Cultural Affairs (2001)
- Certified Public Participation Planner, International Association of Public Participation (2004)

REFERENCES

Excellent references are available on request.

3. Matthew Wojcik résumé

Matthew J. Wojcik
1 Olin Howland Way
Westport, Massachusetts 02790

February 1, 2023

Richard J. White
Groux-White Consulting, LLC
1 Pelham Road, Lexington, Massachusetts 02421
[REDACTED]

Rick:

Please consider this letter and attached resume my application for the role of Falmouth Town Manager.

At this point in my career, I seek to make more use of my higher-order skills as a collaborative and innovative leader. Having worked in all three levels of government, and in the private sector as a business strategy consultant, I have a broad range of experience that supports the confidence to delegate to others, work in a team, and make circumspect, fact-driven decisions. My role in a smaller town government is gratifying, but also constrained by the limited staff support and resources available to operate at any distance from the sometimes-minute day-to-day details of various projects.

A number of the facets of the Falmouth role intrigue me. I have served as Town Administrator of a coastal community, and I live in another. The unique challenges of local government in adapting to our changing world call for dedicated public service and an open mind to methods of solving problems in a context over which we have little or no direct control.

Further, I approach my job with a combination of informality, openness and humor that may represent a substantial change and value-add for the elected officials and employees of the Town. I have found the combination of financial acumen and emotional accessibility works for me as well as for the people I work with.

Thank you for your consideration. I may be reached at [REDACTED] or via [REDACTED] if there is desire to discuss my qualifications in more depth.

Sincerely,

Matthew J. Wojcik

Matthew J. Wojcik

Matthew J. Wojcik
1 Olin Howland Way
Westport, Massachusetts 02790

Experience

Town Administrator, Town of Douglas, Massachusetts
July 2017 – present

Town Administrator of a community in southern Worcester County with just under 9,000 people and a total budget of \$32 million. Manage all staff and assets under the control of a five member Selectboard in an Open Town Meeting government. Successful oversight of major local projects including the Town's first ever Proposition 2 ½ override, revamped IT network, new public safety radio system, water and wastewater projects in support of economic development, and transition of numerous senior staff roles. Chairman, Massachusetts Strategic Health Group, a joint purchasing and self-insurance pool of eight Massachusetts communities.

Town Administrator, Town of Tiverton, Rhode Island
February 2014 – June 2017

Chief administrative officer of a coastal community of nearly 16,000 people and municipal-side budget of \$19.5 million. Managed day-to-day operations of a full service local government that included a municipal landfill, curbside trash and recycling pickup, two salt-water beaches and a private local police pension plan.

Director of Economic Development and Human Services, City of Woonsocket, Rhode Island
December 2009 – December 2013

Served in two Department level positions for a financially distressed city of approximately 46,000. Administered a proactive tax incentive ordinance in support of redevelopment of industrial era buildings. Assisted the State-appointed Budget Commission assigned to address the City's financial condition by creating a five-year budget forecast model and successful completion of difficult collective bargaining with the City's firefighters.

Deputy Director of External Affairs and Appointments, Office of Governor Donald Carcieri
March 2005 – December 2009

Recruited, screened and processed qualified citizens to serve on over 300 executive branch boards and commissions. Performed extensive oversight on two significant quasi-public agencies, the Rhode Island Public Transit Authority and Rhode Island Resource Recovery.

Consultant, Warren Columbia, Inc. Cumberland, Rhode Island
2002-2005

Founded and operated a business consultancy specializing in planning and transition management for founder-owner operated companies. Part of a team of affiliated consultants that provided a range of analysis and strategy consulting for telecommunications firms in mainland China.

Consultant, Monitor Group, Cambridge, Massachusetts
1997-2001

Rose from analyst to case team leader. Managed engagements in marketing strategy and operational design for publicly traded, Fortune 500 companies in a variety of industry sectors, including insurance, pharmaceuticals, agribusiness and home appliances.

Legislative Aide, Office of U.S. Senator John H. Chafee, Washington, D.C. and Providence, Rhode Island
1990-1997

Rose from intern to legislative coordinator. Defense, foreign affairs policy advisor. Rhode Island projects and constituent affairs. Part and full time roles while completing education.

Education

Georgetown University (B.S.F.S., 1990; M.S.F.S. and J.D., 1997)
1986 – 1996

Regional and Comparative Studies major, certificate in Soviet and East European Affairs. Graduated magna cum laude, Phi Beta Kappa. Masters degree includes honors certificate from the Karl Landegger International Business Diplomacy program. Law degree included extensive learning on topics of international commerce, and clinical work for victims of domestic violence.

Personal

My wife and I are the adoptive and pre-adoptive parents of six children who have been in state care. Rhode Island Men's Senior Baseball League, player and manager, 1997 – 2014, league hall of fame 2011. Cumberland American Little League manager 2007 – 2013. Member Stadium Theatre Board of Directors, 2009 – 2018.