



Meeting Agenda

The Provincetown Select Board will hold a public meeting on Monday, December 10, 2018, at 6:00 p.m. in Judge Welsh Room, Town Hall, 260 Commercial Street, Provincetown, MA 02657.

Consent Agenda – Approval without objection required for the following items:

- A. Treasurer's Transfer – Library Gift Fund – to approve the use of gifted funds to pay \$932.26 to Sunderland Printing for the production of the Rose Dorothea brochure.
- B. Treasurer's Transfer – Library Gift Fund – to approve the use of gifted funds to pay \$265.87 to Homeport Consulting for website development and social media expenses.
- C. *End of Calendar Year 2018 Reappointments:*
 - 1) *Airport Commission: Robert Compton and James A. Keefe, Jr.*
 - 2) *Board of Assessors: Leslie Parsons*
 - 3) *Bicycle Committee: Tracy Kachtick-Anders*
 - 4) *Building Committee: Donald Murphy and Sheila McGuinness*
 - 5) *Cemetery Commission: Dawn Walsh and Susan Avellar*
 - 6) *Cultural Council: Ray Wiggs and Christopher Busa*
 - 7) *Disability Commission: Linda "Rowan" Wielblad*
 - 8) *Fire Engineers: Michael Trovato, Russell Zawaduk and James Roderick*
 - 9) *Board of Health: Irv Morgan*
 - 10) *Historic District Commission: John Dowd, Rita "Hersh" Schwartz and Michaela Carew-Murphy*
 - 11) *Licensing Board: Shawn Byrne*
 - 12) *Planning Board: Jason P. Potter*
 - 13) *Public Landscape Committee: Anika Costa and Curtis Balom*
 - 14) *Recreation Commission: Robert Enos II*
 - 15) *Recycling and Renewable Energy Committee: Elise Cozzi*
 - 16) *Scholarship and Trust Administration Committee:*
 - 17) *Shellfish Committee: Loretta Santos*
 - 18) *Water and Sewer Board: Robert O'Malley*
 - 19) *Year Round Rental Housing Trust: Robert Anderson and Christopher Andrews*
- D. *Approve the appointment of Tracy Kachtick-Anders to the Disability Commission.*
- E. *Approve the Parade Permit submitted by Rik Ahlberg on behalf of the Bicycle Committee's Light Bright Bike Ride to be held on December 31, 2018 at 4:30 pm.*

1. Public Hearings - Votes may be taken on the following items:
 - A. Continued Public Hearing – Shank Painter Road Reconstruction Project
2. Public Statements – Three (3) minutes maximum. Select Board Members do not respond to Public Statements.

3. Select Board Members' Statements – Initial comments from the Select Board Members. Discussion dependent- votes may be taken.
4. Joint meeting / Presentations - Votes may be taken on the following items:
 - A. Regional Transit Presentation by Cape Cod RTA/CapeFLYER Administrator Thomas S. Cahir
 - B. Provincetown 400 Presentation by Pilgrim Monument and Provincetown Museum Executive Director K. David Weidner and Board President Courtney Hurst
5. Appointments - Votes may be taken on the following items:
6. Town Manager / Assistant Town Manager - Votes may be taken on the following items:
 - A. Capital Improvement Plan
 - B. Year Round Rental Housing Trust – Memorandum of Understanding
 - C. Economic Development Strategic Planning Update
 - D. Town Manager's Report – Administrative Updates.
 - E. Contract Report
 - F. Shared Services Next Step – Two Member Working Group
7. Requests - Votes may be taken on the following items:
 - A. Age Friendly Initiatives Presentation – Chris Hottle
 - B. License Agreement – 90 Race Point Road (Transfer Station) - Evercourse Community Battery
 - C. Schedule a public hearing for proposed Amendments to Select Board Policies 2011-06-27A and 2011-06-27B
 - D. Bas Relief Restoration Project
 - i. Review of Status Next Steps
 - ii. Native American Commemorative Art
 - a) Process for Siting and Design
 - b) Budget for Design and Installation
 - c) Schedule and Public Comment
 - E. Town Manager's Evaluation Form
 - i. Update and Set Goals
 - ii. 360 Manager Review
 - F. Town Meeting Bylaw – Structures built on piers.
 - G. Rescheduling Communication Work Shop/Round Table Discussion
8. Minutes – Approve minutes of previous meetings. Votes may be taken.
9. Closing Statements/Administrative Updates - Closing comments from the Select Board Members. Discussion dependent; motions may be made; votes may be taken.

Posted by the Town Clerk: www.provincdetown-ma.gov, 12/6/18 2:10 pm dv



**Provincetown Select Board
AGENDA ACTION REQUEST**

Tuesday, December 10, 2018

00A

TREASURER'S TRANSFER

Library Gift Fund

Requested by: Alexander N. Williams, Treasurer

Action Sought: Approval

Proposed Motion(s)

MOVE that the Select Board vote, as Commissioners of the Library Gift Fund (#1107), pursuant to MGL C44 § 53A, to approve the use of gifted funds to pay \$932.26 to Sunderland Printing for the production of the Rose Dorothea brochure.

[As requested by the Library Director and the Library Board of Trustees]

Additional Information

This Motion will allow the Town Treasurer to transfer money from the Library Gift Fund (#1107) to pay for the printing of the Rose Dorothea brochure. Part of the enclosed invoice will be paid, as previously approved, through the History Project Gift Fund. The Library Gift Fund will have a balance of \$61,492.19 after this invoice is paid.

Board Action

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>

Memo

To: Alexander N. Williams, Treasurer
From: Amy B. Raff, Library Director *ABR*
Date: November 19, 2018
Re: Gift Fund Expenditures

At September 26, 2018 meeting, Board of Library Trustees approved expenditure of up to \$1250.00 for the reprinting of Rose Dorothea Brochure. Historical Commission agreed to contribute \$317.74 towards reprinting leaving a request for the remaining \$932.26. Minutes attached.

At November 14, 2018 meeting, Board of Library Trustees approved expenditure of \$265.87 to Homeport Consulting/Buck Mahoney for expenses related to Book Festival website and promotion. Minutes attached.

Town of Provincetown, Massachusetts
Provincetown Public Library
356 Commercial Street
Provincetown MA 02657
19-Nov-18

Voucher to Pay FY 2019

To: Sunderland Printing
 115 Enterprise Road
 Hyannis, MA 02601

Charge Acct	Item	Inv # - Acct #	Total
11070200-520000	Printing for Rose Dorothea Brochure 4-Oct-18	32025	\$932.26
Total:			\$932.26



 Signature of Library Director



 Date



**Provincetown Select Board
AGENDA ACTION REQUEST**

Tuesday, November 13, 2018

00B

TREASURER'S TRANSFER

History Project Gift Fund

Requested by: Alexander N. Williams, Treasurer

Action Sought: Approval

Proposed Motion(s)

MOVE that the Select Board vote, as Commissioners of the History Project Gift Fund (#1126), pursuant to MGL C44 § 53A, to approve the use of gifted funds to allocate \$317.59, plus any additional accrued interest, to expenses incurred related to the production of the Rose Dorothea brochure, and further, to close the History Project Gift Fund.

\$317.74.

[As approved and requested by the Provincetown Historical Commission]

Additional Information

This Motion will allow the Town Treasurer to transfer money from the History Project Gift Fund (#1126) to pay for production expenses related to the Rose Dorothea brochure created by the Library Board of Trustees. The History Project Gift Fund will have a balance of \$0.00 after this invoice is paid.

Board Action

Motion	Second	Yea	Nay	Abstain	Disposition
Consent	w/o	objection			Approve

Board of Library Trustees
Minutes of Public Meeting September 26, 2018
Provincetown Public Library

Members Present: Stephen Desroches, Joan Prugh, Stephen Borkowski, and Barbara Klipper.

Others Present: Amy Raff (Library Director)

1. Call to Order: Stephen Desroches called the meeting to order at 6:06 P.M.

2. Approval of Agenda: Stephen Desroches stated that the agenda would be followed in the order published.

3. Approval of Minutes: Joan Prugh made a motion to approve the August 29, 2018 minutes. Stephen Borkowski seconded the motion, and it was so voted, 4-0.

4. Public Statements: None.

5. Director's Report: Director Amy Raff reviewed the highlights of the Director's Report:

Operational/Financial:

- Collected and deposited \$3,000 into the Library Gift Fund since August 29, 2018 including \$780 in t shirt sales, \$585 in tote sales, \$48 in postcard sales, \$1,203 in book sales, and \$40 in Safe Harbor DVD sales.
- A Budget expenditure to date: \$47,202 (17% of total allowance)
- B Budget expenditure to date: \$76,348 (21% of total allowance)
- Total number of items added to the collection: 215.
- Total number of items withdrawn from the collection: 192.

Online:

- Social Media: Instagram followers increased from 814 to 863.

Meetings:

- Amy attended a State Aid Workshop at CLAMS on September 12, 2018, an Open Gov Training session on September 18, 2018, and she and Brittany Taylor attended a meeting for the Outer Cape Mock Caldecott on September 18, 2018.

Program Highlights:

- Atlantic Shark Conservation Children's Program: **Total Attendance - 27**
- Two Vagabonds: Dewing Woodward, Louise Lohnson: **Total Attendance -22**
- Talking Tea w/ the Captain's daughters: **Total Attendance - 13**
- Greg O'Brien – On Pluto: **Total Attendance - 10**
- Third Annual Book Festival Programs: **Total Attendance - 678**

Updates:

- The Annual Financial Report for the State will be submitted on October 3 – this report is a state requirement to receive state funding. After that is submitted, Amy will begin working on library budget for FY2019-2020.
- The Book Festival was a huge success with 15 programs, 30 authors and speakers, over \$10,000 in in-kind donations, and 16 volunteers. Amy would like to thank Nan, Brittany, and Clayton for their work and effort in making the festival possible. Staff will meet for a "debrief" next week and discuss the future of the festival.

Gift Fund Request: Director Amy Raff requested that the Board approve the spending of up to \$1,250 from the Library Gift Fund for the printing of Rose Dorothea brochures. Barbara Klipper made a motion to approve this expenditure from the Library Gift Fund. Joan Prugh seconded the motion, and it was so voted, 4-0.

Amy also requested to use the Gift fund in the amount of \$3,000 to pay fees related to the Book Festival. This cost is off-set by the ongoing sale of merchandise and used book sale special that is running until Women's week. Stephen Borkowski made a motion to approve this expenditure from the Library Gift Fund. Joan Prugh seconded the motion, and it was so voted, 4-0.

Board of Library Trustees
Minutes of Public Meeting September 26, 2018
Provincetown Public Library

6. Old Business

- a. **Provincetown Book Festival Review:** The Board expressed their gratitude for and excitement over Rose Dorothea Award recipient Marge Piercy and her event. The Board also praised Amy Raff and the rest of the Library staff for their efforts in successfully coordinating and completing the third annual Provincetown Book Festival. In addition, the Board reported that many of the Festival's featured speakers responded with incredibly positive reviews of the Festival.

The Board agreed to take a more active role in future festivals so that each trustee could be a better ambassador for the Festival, its speakers, and the Library as a whole. The Board also acknowledge that, as the Festival evolves and becomes more complex, more is needed in terms preparations, considerations, and funding. The Board would like to further evaluate the expenditures necessary to operate the Book Festival. Furthermore, Stephen Desroches suggested that the Board discuss the Rose Dorothea Award policies, written criteria, and logistics at the January Board meeting in order to better clarify, organize, and structure the award.

- b. **Policies:** After a discussion about current events and the role of the public library, the Board plans to refocus their efforts on generating clearer, more comprehensive policies for the Library and its functioning. In addition, the Board expressed a desire to create written expectations and policies for its annual events.

7. New Business

- a. **Dates for 2019 Events:** The Board agreed to the following schedule for its 2019 Library events:
- Moby Dick Marathon: April 26, 27, 28, 2019
 - Heritage Day: June 13, 2019
 - Book Festival September: 13,14,15, 2019

The Board discussed their plans and vision for the upcoming Moby Dick Marathon and Heritage Day and intends to further cement these ideas within the upcoming months. The Board also intends to create an internal calendar for important Board tasks and considerations such as the annual appeal letter deadline and Rose Dorothea Award selection process.

- b. **Annual Appeal Letter:** The Board made suggests as to the content of this year's annual appeal letter. The trustees plan to approve the 2018 annual appeal letter during the October Board meeting and to have a goal of sending out these letters by November 16, 2018. The Board also advised that, as new Director, Amy Raff should take the lead in drafting the letter.

- c. **Other:**

Amy Raff shared a patron request for an art installation in the Library. The Board indicated that this request would be under the purview of the Art Commission and should be made to that governing body.

Reminder Upcoming Board Meetings: October 17; November 14; December - no meeting; Holiday Party December 21st

- 8. Adjournment:** Joan Prugh moved to adjourn the meeting. Stephen Borkowski seconded the motion. The meeting was adjourned at 7:42 P.M.

Respectfully submitted,
Brittany Taylor



TOWN OF PROVINCETOWN

REQUEST TO EXPENSE GIFT FUNDS

Date: December 10, 2018
To: Provincetown Treasurer
From: Provincetown Select Board

As Commissioners of the Library Gift Fund – (#1107), permission is hereby granted to you, the Treasurer of the Town of Provincetown, to approve the use of gifted funds for the payment \$932.26 to Sunderland Printing for printing expenses.

The Honorable Select Board:

Tom Donegan, Chair

Cheryl Andrews, Vice Chair

Louise Venden

Lise King

Robert Anthony



Provincetown Select Board
AGENDA ACTION REQUEST
Tuesday, December 10, 2018

00B

TREASURER'S TRANSFER

Library Gift Fund

Requested by: Alexander N. Williams, Treasurer

Action Sought: Approval

Proposed Motion(s)

MOVE that the Select Board vote, as Commissioners of the Library Gift Fund (#1107), pursuant to MGL C44 § 53A, to approve the use of gifted funds to pay \$265.87 to Homeport Consulting for website development and social media expenses.

[As requested by the Library Director and the Library Board of Trustees]

Additional Information

This Motion will allow the Town Treasurer to transfer money from the Library Gift Fund (#1107) to pay for the website expenses. The Library Gift Fund will have a balance of \$61,226.32 after this invoice is paid.

Board Action

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>

Provincetown Book Festival Expenditures
9-20-18

Area	Item	Details	Cost	Notes
Web Page Development & Program Support				No Reimbursement requested for these items. If an "In Kind" donation is possible, that would be appreciated
	Web Theme	Enfold Theme - Themeforest	\$ 59.00	
	PDF embedder	PDF Embedder Premium	\$ -	Used a group license
	Wordpress Customization	JetPack	\$ -	Free version
	Spam Protection	Askimet - Anti Spam	\$ -	Free version
	Images	Banner Images	\$ -	My own photographs
	Cache and Optimization Tools	WP- Optimize, WP Fastest Cache	\$ -	Free version
	Search Engine Optimization	Yoast SEO	\$ -	Free version
	Site design, architecture, and development	10 hours @ 75 per hour	\$ 750.00	
	Author Pages, changes, publicity, social media	20 hours @ 75 per hour	\$ 1,500.00	
	Adjust author images via photoshop	4 hours @ 75 per	\$ 300.00	Recommend standard sizes for photographs and images be adopted
	Review Meetings	2 hours @75 per	\$ 150.00	
	Mail Merge Software	Yet another mail Merge	\$ 20.00	Used a group license
Total Development and Support			\$ 2,779.00	
Web Hosting				Reimbursement Requested for Web Hosting Related Items
	Domain Purchase	Network Solution Domain ProvincetownBookFestival.org	\$ 19.99	Renews May 16, 2019 - Transition to Library Ownership Needed
	Domain Charges	Networ Solutions 5/16 - 10/18 -	\$ 23.88	Monthly - Transition to Library Ownership Needed
	Hosting Site	Studio Press - 5/16 - 10/18/18 \$37 per month	\$ 222.00	Note: Migration or shutdown needed
Total Web Hosting			\$ 265.87	

Provincetown Book Festival Expenditures
9-20-18

Advertising			
	Facebook Ad	Solicit al Fresco authors	\$ 60.00
	Facebook Ad	Promote Festival	\$ 75.00
Total Advertising			\$ 135.00
Miscellaneous Purchases			
	Beverages	Soda & Iced Tea for al Fresco Authors	\$ 12.00 No Reimbursment necessary
Total Miscellaneous			\$ 12.00
Grand Total			\$ 3,191.87
Net Non-Reimbursable Items			\$ 2,926.00
Reimbursement Requested			\$ 265.87

**Board of Library Trustees
Minutes of Public Meeting November 14, 2018
Provincetown Public Library**

Members Present: Stephen Desroches, Joan Prugh, and Paul Richardson.

Others Present: Amy Raff (Library Director).

1. Call to Order: Stephen Desroches called the meeting to order at 6:02 P.M.

2. Approval of Agenda: Stephen Desroches stated that the agenda would be followed in the order published.

3. Approval of Minutes: Joan Prugh made a motion to approve the October 17, 2018 minutes. Stephen Desroches seconded the motion, and it was so voted, 3-0.

4. Public Statements: None.

5. Director's Report: Director Amy Raff reviewed the highlights of the Director's Report:

a. Operational/Financial:

- Collected and deposited \$489 into the Library Gift Fund since October 17, 2018 including \$145 in t shirt sales, \$60 in tote sales, \$8 in postcard sales, and \$276 in book sales.
- A Budget expenditure to date: \$88,511 (31% of total allowance)
- B Budget expenditure to date: \$68, 477 (29% of total allowance)
- Total number of items added to the collection: 296.
- Total number of items withdrawn from the collection: 526.
- Instagram followers increased from 899 to 925
- Amy's meeting highlights included two Holly Folly/First Light Meetings, an Emergency Management Meeting, and a meeting to begin to coordinate the upcoming Winter Wednesday programs.
- Programming highlight since the October Board Meeting was Paranormal Provincetown and Other CC Ghost Stories with Tim Weinberg with 24 attendees.

b. Updates from Staff:

- On Tuesday, November 6, Assistant Director Brittany attended a Sierra Serials Workflow Workshop with Tom Ruane. Brittany anticipates assuming more cataloging responsibilities over the winter months.
- Brittany has also begun the preliminary planning phase for the 2019 Moby Dick Marathon. She has considered several events to bolster the upcoming Marathon and is interested to hear the Board's visions for it.
- Lead Librarian Nan Cinnater is working with volunteers and school personnel to start a new round of the Reading Buddies program in the Spring semester. For those who may not remember, Reading Buddies is an after-school activity that pairs students with adult buddies to read together one-on-one, along with visits from therapy dogs.
- The Provincetown Library launched a new 2019 Reading Challenge designed to make reading more fun while expanding your horizons. Email, Facebook and press announcements are supplemented with special bookmarks at the circulation desk.
- The Provincetown Library Archives received a couple of significant donations: a collection of photographs of mid-century Provincetown by NYC professional photographer Joseph Getzoff; Provincetown art-related papers including PAAM publications and gallery catalogues from Ann Wilson Lloyd.

c. Gift Fund Request: Amy requested the approval of \$265.87 from Gift Fund to Homeport Consulting/Buck Mahoney for reimbursed expenses related to Book Festival website development, hosting ad promotion. (Buck donated \$2,926 in time and expenses for Book Festival website development, hosting and promotion.) Joan Prugh made a motion to approve this request. Paul Richardson seconded the motion, and it was so voted, 3-0.

**Board of Library Trustees
Minutes of Public Meeting November 14, 2018
Provincetown Public Library**

- d. **5 Year Plan Process:** Amy indicated that she hopes to begin the 5 Year Strategic Planning process as soon as possible. Amy requested to begin this process completely anew and the Board agreed that this approach would be best.

Joan Prugh informed the Board that during her Board of Library Trustees training session, she discovered that the Massachusetts Board of Library Commissioners offers Strategic Planning training. Amy reiterated this offering and expressed her intention to invite a consultant to provide such a training to the future Strategic Planning Committee members.

Amy and the Board discussed the different processes aimed toward generating a thoughtful 5 Year Plan, including the "Planning for Results" series and "Transforming Communities" approach. The Board also discussed different considerations and logistics about forming a committee. Ultimately, Amy and the Board agreed that they hope to begin the preliminary stages, including the forming of the committee, of the planning process as soon as possible.

6. Old Business

- a. **Annual Appeal Letter:** The Board reviewed Amy's latest draft of the Annual Appeal Letter. With the Board's suggested edits, the Annual Appeal Letter is slated to be sent out on November 26, 2018.
- b. **FY2020 Budget Discussion:** Amy updated the Board on the approval process for the FY2020 Budget, as well as changes she had made to the budget. Amy indicated that she had increased the Library's programming budget as discussed at October's Board Meeting and that she included an increase in the Library's personnel budget to account for potential changes to the Library's circulation staff's pay grades.

7. New Business

- a. **FY2020 Town CIP:** Amy discussed the Town's intention to establish the Library as a warming center and safe refuge during times of emergencies. Looking toward this project, Amy obtained an estimate for the cost of a generator for the Library. This CIP will be presented as a Town project that will be shared between the Library and the Fire Department.
- b. **Internet Use Policy:** The Board reviewed the Library's Internet Use Policy, drafted by Amy. The Board discussed edits and syntactical changes to the proposed policy. Paul Richardson made a motion to approve the Provincetown Public Library Internet Use Policy reviewed by the Board with its amendments for posting and requested that the amended policy be brought before the Board at the December Board Meeting for further comment if necessary. Joan Prugh seconded the motion, and it was so voted, 3-0.
- c. **Collection Development Policy:** After reviewing the Collection Development Policy, Paul Richardson suggested that he edit the document for the Board and then present the amended policy to the Board for approval at the December meeting.
- d. **Other:** The Board discussed the nuances of the Open Meeting Law.

8. Adjournment: Joan Prugh moved to adjourn the meeting. Stephen Borkowski seconded the motion. The meeting was adjourned at 7:42 P.M.

Respectfully submitted,
Brittany Taylor



TOWN OF PROVINCETOWN

REQUEST TO EXPENSE GIFT FUNDS

Date: December 10, 2018
To: Provincetown Treasurer
From: Provincetown Select Board

As Commissioners of the Library Gift Fund – (#1107), permission is hereby granted to you, the Treasurer of the Town of Provincetown, to approve the use of gifted funds for the payment \$265.87 to Homeport Consulting for website expenses.

The Honorable Select Board:

Tom Donegan, Chair

Cheryl Andrews, Vice Chair

Louise Venden

Lise King

Robert Anthony



**Provincetown Select Board
AGENDA ACTION REQUEST**

Monday, December 10, 2018

OOC

SELECT BOARD REAPPOINTMENTS

Select Board End of Term Reappointments

Requested by: Darlene Van Alstyne, Town Clerk

Action Sought: Approval

Proposed Motion(s)

Move that the Select Board vote to reappoint the following Board, Committee and Commission members, as listed below, to an additional three-year term all to expire on December 31, 2021.

- 1) *Airport Commission: Robert Compton and James A. Keefe, Jr.*
- 2) *Board of Assessors: Leslie Parsons*
- 3) *Board of Health: Ste*
- 4) *Bicycle Committee: Tracy Kachtick-Anders*
- 5) *Building Committee: Donald Murphy and Sheila McGuinness*
- 6) *Cemetery Commission: Dawn Walsh and Susan Avellar*
- 7) *Cultural Council: Ray Wiggs and Christopher Busa*
- 8) *Disability Commission: Linda "Rowan" Wielblad*
- 9) *Fire Engineers: Michael Trovato, Russell Zawaduk and James Roderick*
- 10) *Board of Health: Irv Morgan and Stephen Katsurinis*
- 11) *Historic District Commission: John Dowd, Rita "Hersh" Schwartz and Michaela Carew-Murphy*
- 12) *Licensing Board: Shawn Byrne*
- 13) *Planning Board: Jason P. Potter*
- 14) *Public Landscape Committee: Anika Costa and Curtis Balom*
- 15) *Recreation Commission: Robert Enos II*
- 16) *Recycling and Renewable Energy Committee: Elise Cozzi*
- 17) *Scholarship and Trust Administration Committee:*
- 18) *Shellfish Committee: Loretta Santos*
- 19) *Water and Sewer Board: Robert O'Malley*
- 20) *Year Round Rental Housing Trust: Robert Anderson and Christopher Andrews*

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>



RECEIVED
BOS
NOV 30 2018
CC: BOS/TM/ATM

TOWN OF PROVINCETOWN

Application for Town Board Membership

Name: STEPHEN KATSURINIS
Please type or print

Resident Address: 8 DIERL STREET Provincetown, MA 02657

Mailing Address (if different): _____

Telephone #: 202-341-2999 Work # (508) 487-0880

Email address: Katsurinisa@gmail.com

Please consider this as my application for [] membership [X] reappointment on the following Town Board(s).
(Please list order of preference.)

1. BOARD OF HEALTH
2. _____
3. _____

Listed below are the applicant's skills, experience, background, or other factors which would contribute to these committees:

I HAVE SERVED AS VICE-CHAIR OF THE PROVINCETOWN
BOARD OF HEALTH SINCE 2014. I AM FAIRLY WELL
VERSED IN THE PUBLIC & BEHAVIORAL HEALTH ISSUES, AS
WELL AS WASTEWATER ISSUES.

I hereby certify that I am a resident of the Town of Provincetown.

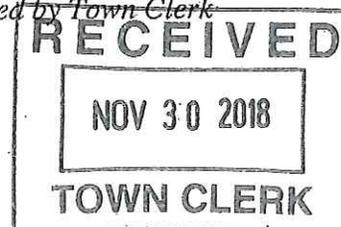
[Signature] _____
Signature of Applicant Date 11/30/2018

TO THE APPLICANT: FILE COMPLETED FORM WITH THE TOWN CLERK

<p>Town Clerk Certification: Applicant is a registered voter: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <u>[Signature]</u> Name of Town Clerk</p>	<p>This application will remain on file in the Town Clerk's Office for 364 days from the date received. Application Termination Date: <u>11.29.2019</u></p>
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Date Received by Board of Selectmen

Date Received by Town Clerk





TOWN OF PROVINCETOWN

Application for Town Board Membership

Name: Loretta A Santos
Please type or print

Resident Address: 1 Good Templar Place Provincetown, MA 02657

Mailing Address (if different): same

Telephone #: 508.237.9538 Work # ()

Email address: pamet50@gmail.com

Please consider this as my application for [] membership [] reappointment on the following Town Board(s). (Please list order of preference.)

- I. Shellfish Committee
2.
3.

Listed below are the applicant's skills, experience, background, or other factors which would contribute to these committees:

Career educator-retired, long time resident, technology literate, aquaculture farmer, desire to improve the experience of the recreational shellfishing for residents

I hereby certify that I am a resident of the Town of Provincetown.

Loretta Santos
Digitally signed by Loretta Santos
DN: cn=Loretta Santos, o, ou, email=pamet50@comcast.net, c=US
Date: 2018.12.03 11:34:21 -05'00'
Signature of Applicant Date

TO THE APPLICANT: FILE COMPLETED FORM WITH THE TOWN CLERK

Table with 2 columns: Town Clerk Certification (Applicant is a registered voter: Yes/No) and Application Termination Date. Includes Name of Town Clerk field.

Date Received by Board of Selectmen Date Received by Town Clerk

RECEIVED BOS
Dec 3 2018
CC: BOS/TM/ATM





TOWN OF PROVINCETOWN

Application for Town Board Membership

Name: Robert A. O'Malley

Please type or print

Resident Address: 66 Franklin St. Provincetown, MA 02657

Mailing Address (if different): P.O. Box 665

Telephone #: 508-360-2321 mobile Work # (508) 487-1397

Email address: bob@beachfront-realty.com

Please consider this as my application for [] membership [x] reappointment on the following Town Board(s).
(Please list order of preference.)

1. Water and Sewer

2. _____

3. _____

Listed below are the applicant's skills, experience, background, or other factors which would contribute to these committees:

Requesting reappointment. Otherwise the board will not have a quorum of the Provincetown members.

I hereby certify that I am a resident of the Town of Provincetown.

Robert A. O'Malley
Signature of Applicant

December 3, 2018

Date

TO THE APPLICANT: FILE COMPLETED FORM WITH THE TOWN CLERK

Town Clerk Certification Applicant is a registered voter: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <u>D. Van Alstyne</u> Name of Town Clerk	This application will remain on file in the Town Clerk's Office for 364 days from the date received. Application Termination Date: <u>12.2.19</u>
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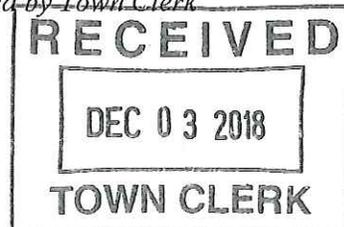
Date Received by Board of Selectmen

Date Received by Town Clerk

RECEIVED
BOS

DEC 03 2018

CC: BOS/TM/ATM





TOWN OF PROVINCETOWN

Application for Town Board Membership

Name: Susan Avellar Please type or print

Resident Address: 1 Tunys Way Provincetown, MA 02657

Mailing Address (if different):

Telephone #: 508 487 9123 Work # ()

Email address: savellar@hotmail.com

Please consider this as my application for [] membership [X] reappointment on the following Town Board(s). (Please list order of preference)

- 1. Cemetery Commission
2.
3.

Listed below are the applicant's skills, experience, background, or other factors which would contribute to these committees:

I hereby certify that I am a resident of the Town of Provincetown.
Signature of Applicant: Susan Avellar Date: 12/5/18

TO THE APPLICANT: FILE COMPLETED FORM WITH THE TOWN CLERK

Form with two columns: Town Clerk Certification (Yes/No) and Application Termination Date (12.2.2019). Includes signature of Town Clerk.

Date Received by Board of Selectmen

Date Received by Town Clerk

RECEIVED BOS DEC 04 2018 CC: BOS/TM/ATM

RECEIVED DEC 03 2018 TOWN CLERK



TOWN OF PROVINCETOWN

Application for Town Board Membership

Name: Rita "HERSH" SCHWARTZ
Please type or print

Resident Address: 59R HOWLAND ST. Provincetown, MA 02657

Mailing Address (if different): Box 713

Telephone #: 774-216-9456 Work # ()

Email address: HERSHBUDDY19@GMAIL.COM

Please consider this as my application for [] membership [X] reappointment on the following Town Board(s).
(Please list order of preference.)

1. HISTORIC DISTRICT COMMISSION
2. _____
3. _____

Listed below are the applicant's skills, experience, background, or other factors which would contribute to these committees:

I have had a business and lived in Provincetown for 40 years.
I have volunteered on several boards before being on the HDC (USB-12 yrs.
(SKIP - 2 yrs.) (Chamber 8 yrs. +). Being on the HDC has increased my interest
and desire the preserve and protect our historic homes.

I hereby certify that I am a resident of the Town of Provincetown.

Rita Schwartz 12/3/2018
Signature of Applicant Date

TO THE APPLICANT: FILE COMPLETED FORM WITH THE TOWN CLERK

<p>Town Clerk Certification: Applicant is a registered voter: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <u>[Signature]</u> Name of Town Clerk</p>	<p>This application will remain on file in the Town Clerk's Office for 364 days from the date received. Application Termination Date: <u>12.3.2019</u></p>
--	---

Date Received by Board of Selectmen
RECEIVED
BOS
DEC 04 2018
CC-BOS/1/14/TW

Date Received by Town Clerk
RECEIVED
DEC 04 2018
TOWN CLERK



TOWN OF PROVINCETOWN

Application for Town Board Membership

Name: Anika M. Costa
Please type or print

Resident Address: 14 Garfield St. #1 Provincetown, MA 02657

Mailing Address (if different): P.O. Box 356

Telephone #: 508 209 7737 Work # ()

Email address: Anika.Costa@Comcast.net

Please consider this as my application for [] membership reappointment on the following Town Board(s).
(Please list order of preference.)

1. Public Landscape Committee
2. _____
3. _____

Listed below are the applicant's skills, experience, background, or other factors which would contribute to these committees:

Board member since 2014

Worked as seasonal Building & Grounds town employee for one summer.

Did landscaping when employed at town hall.

I hereby certify that I am a resident of the Town of Provincetown.

Anika M. Costa 12/4/18
Signature of Applicant Date

TO THE APPLICANT: FILE COMPLETED FORM WITH THE TOWN CLERK

<p>Town Clerk Certification: Applicant is a registered voter: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <u>D. Van Alstyne</u> Name of Town Clerk</p>	<p>This application will remain on file in the Town Clerk's Office for 364 days from the date received. Application Termination Date: <u>12.3.2019</u></p>
--	---

Date Received by Board of Selectmen

Date Received by Town Clerk

RECEIVED
BOS
DEC 04 2018
CC: BOS/TOWN CLERK

RECEIVED
DEC 04 2018
TOWN CLERK



TOWN OF PROVINCETOWN

Application for Town Board Membership

Name: SHEILA M^c GUINNESS

Please type or print

Resident Address: 11 STANDISH WAY Provincetown, MA 02657

Mailing Address (if different): _____

Telephone #: 508 487 8094 Work # 508 487 0711

Email address: sheilamcguinness@hotmail.com

Please consider this as my application for membership reappointment on the following Town Board(s).
(Please list order of preference.)

1. Building Committee
2. _____
3. _____

Listed below are the applicant's skills, experience, background, or other factors which would contribute to these committees:

6 years experience on the committee

I hereby certify that I am a resident of the Town of Provincetown.

Sheila McGinness 12/3/18
Signature of Applicant Date

TO THE APPLICANT: FILE COMPLETED FORM WITH THE TOWN CLERK

Town Clerk Certification: Applicant is a registered voter: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <u>[Signature]</u> Name of Town Clerk	This application will remain on file in the Town Clerk's Office for 364 days from the date received. Application Termination Date: <u>12.3.2019</u>
---	--

Date Received by Board of Selectmen
RECEIVED
BOS
DEC 04 2018
CC: BOS/TM/...

Date Received by Town Clerk
RECEIVED
DEC 04 2018
TOWN CLERK



TOWN OF PROVINCETOWN

Application for Town Board Membership

Name: TRACY KACHTICK-ANDERS
Please type or print

Resident Address: 29 Standish St Provincetown, MA 02657

Mailing Address (if different): _____

Telephone #: 646-510-3098 Work # () _____

Email address: Vincent's Ear.art@gmail.com

Please consider this as my application for [] membership [X] reappointment on the following Town Board(s).
(Please list order of preference.)

1. Bike
2. _____
3. _____

Listed below are the applicant's skills, experience, background, or other factors which would contribute to these committees:

reappointment

I hereby certify that I am a resident of the Town of Provincetown.

Tracy Kachtick-Anders 12-4-18
Signature of Applicant Date

TO THE APPLICANT: FILE COMPLETED FORM WITH THE TOWN CLERK

Town Clerk Certification: Applicant is a registered voter: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	This application will remain on file in the Town Clerk's Office for <u>364</u> days from the date received.
<u>[Signature]</u> Name of Town Clerk	Application Termination Date: <u>12.3.2019</u>

Date Received by Board of Selectmen

RECEIVED
BOS

DEC 04 2018

CC: BOS/TM/ATM

Date Received by Town Clerk

RECEIVED

DEC 04 2018

TOWN CLERK



TOWN OF PROVINCETOWN

Application for Town Board Membership

Name: JASON POTTER

Please type or print

Resident Address: 8 CENTRAL ST. Provincetown, MA 02657

Mailing Address (if different): _____

Telephone #: 508 514 0651 Work # () _____

Email address: jason.potter@gmail.com

Please consider this as my application for [] membership reappointment on the following Town Board(s). (Please list order of preference.)

- 1. PLANNING
- 2. _____
- 3. _____

Listed below are the applicant's skills, experience, background, or other factors which would contribute to these committees:

MUNICIPAL LAW

ZONING LAWS

LAWYERING

NEGOTIATION

I hereby certify that I am a resident of the Town of Provincetown.

[Signature]

12/5/18

Signature of Applicant

Date

TO THE APPLICANT: FILE COMPLETED FORM WITH THE TOWN CLERK

<p>Town Clerk Certification: Applicant is a registered voter: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><u>[Signature]</u> Name of Town Clerk</p>	<p>This application will remain on file in the Town Clerk's Office for 364 days from the date received. Application Termination Date: <u>12-4-2019</u></p>
--	---

Date Received by Board of Selectmen

Date Received by Town Clerk

RECEIVED
BOS
DEC 05 2018
CC: BOS/TM/ATM

RECEIVED
DEC 05 2018
TOWN CLERK



TOWN OF PROVINCETOWN

Application for Town Board Membership

Name: Donald Murphy

Resident Address: 56 Commercial St, Provincetown, MA 02657

Mailing Address (if different):

Telephone #: 508-487-0086 Work # ()

Email address: wrover@aol.com

Please consider this as my application for [] membership [X] reappointment on the following Town Board(s). (Please list order of preference.)

- 1. Building Committee
2.
3.

Listed below are the applicant's skills, experience, background, or other factors which would contribute to these committees:

Blank lines for listing skills and experience.

I hereby certify that I am a resident of the Town of Provincetown.

Signature of Applicant

Date: 12-5-2018

TO THE APPLICANT: FILE COMPLETED FORM WITH THE TOWN CLERK

Town Clerk Certification: Applicant is a registered voter: [X] Yes [] No. Name of Town Clerk: D. Van Alstyne. Application Termination Date: 12.4.2019.

Date Received by Board of Selectmen

RECEIVED BOS

DEC 05 2018

CC: BOS/TM/ATM

Date Received by Town Clerk

RECEIVED DEC 05 2018 TOWN CLERK



TOWN OF PROVINCETOWN

Application for Town Board Membership

Name: Dawn Walsh

Please type or print

Resident Address: 5 Meadow Rd Unit 5 Provincetown, MA 02657

Mailing Address (if different):

Telephone #: 508 247 7556 Work # (508) 487 9960 x104

Email address: dawn.walsh@gm.slc.edu

Please consider this as my application for [] membership [X] reappointment on the following Town Board(s). (Please list order of preference.)

- 1. Cumber Commission
2.
3.

Listed below are the applicant's skills, experience, background, or other factors which would contribute to these committees:

Current member of Commission

I hereby certify that I am a resident of the Town of Provincetown.

[Signature]

Dec 7, 2018

Signature of Applicant

Date

TO THE APPLICANT: FILE COMPLETED FORM WITH THE TOWN CLERK

Town Clerk Certification: Applicant is a registered voter: [X] Yes [] No
Name of Town Clerk: [Signature]
This application will remain on file in the Town Clerk's Office for 364 days from the date received.
Application Termination Date: 12.4.2019

Date Received by Board of Selectmen

Date Received by Town Clerk

RECEIVED BOS DEC 05 2018 CC: BOS/TM/ATM

RECEIVED DEC 05 2018 TOWN CLERK



TOWN OF PROVINCETOWN

Application for Town Board Membership

Name: JOHN DOWD

Please type or print

Resident Address: 112 Commercial Provincetown, MA 02657

Mailing Address (if different): _____

Telephone #: 917 699 0898 Work # (____) _____

Email address: JOHN DOWD @ EARTHLINK.NET

Please consider this as my application for [] membership reappointment on the following Town Board(s).
(Please list order of preference.)

1. HDC
2. _____
3. _____

Listed below are the applicant's skills, experience, background, or other factors which would contribute to these committees:

BACH. ARCH, ART., FORMER CHAIR
THOUSANDS OF HIST PHOTOS OF
PROVINCETOWN ARCH. PASSION FOR
HISTORY.

I hereby certify that I am a resident of the Town of Provincetown.

[Handwritten Signature]

Signature of Applicant

Date

TO THE APPLICANT: FILE COMPLETED FORM WITH THE TOWN CLERK

Town Clerk Certification: Applicant is a registered voter:
 Yes No
[Signature]
 Name of Town Clerk

This application will remain on file in the Town Clerk's Office for 364 days from the date received.
 Application Termination Date: 12.4.2019

Date Received by Board of Selectmen

Date Received by Town Clerk

RECEIVED
 BOS
 DEC 05 2018
 CC: BOS/TM/ATM

RECEIVED
 DEC 05 2018
 TOWN CLERK



TOWN OF PROVINCETOWN

Application for Town Board Membership

Name: Michela Carew-Murphy

Please type or print

Resident Address: 99 Commercial St Provincetown, MA 02657

Mailing Address (if different): _____

Telephone #: 617-909-5763 Work # (____)

Email address: Michela.Carew.Murphy@gmail.com

Please consider this as my application for membership reappointment on the following Town Board(s).
(Please list order of preference.)

1. HDC

2. _____

3. _____

Listed below are the applicant's skills, experience, background, or other factors which would contribute to these committees:

current alternate

legal background

passion for presentation

I hereby certify that I am a resident of the Town of Provincetown.

[Signature]

Signature of Applicant

12.05.18

Date

TO THE APPLICANT: FILE COMPLETED FORM WITH THE TOWN CLERK

<p>Town Clerk Certification: Applicant is a registered voter: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <u>[Signature]</u> Name of Town Clerk</p>	<p>This application will remain on file in the Town Clerk's Office for 364 days from the date received. Application Termination Date: <u>12.4.2019</u></p>
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Date Received by Board of Selectmen

Date Received by Town Clerk

RECEIVED
BOS

DEC 05 2018

RECEIVED
DEC 05 2018
TOWN CLERK



TOWN OF PROVINCETOWN

Application for Town Board Membership

Name: EMISE COZZI
Please type or print

Resident Address: 618 Commercial St Provincetown, MA 02657

Mailing Address (if different): _____

Telephone #: 860-884-1660 Work # () _____

Email address: e2thpik@sbcglobal.net

Please consider this as my application for [] membership [] reappointment on the following Town Board(s).
(Please list order of preference.)

1. Recycle & Renewable energy Committee
2. _____
3. _____

Listed below are the applicant's skills, experience, background, or other factors which would contribute to these committees:

Been on the committee for a while - Great Group that Does Great Things!

I hereby certify that I am a resident of the Town of Provincetown.

[Signature] 12/05/2018
Signature of Applicant Date

TO THE APPLICANT: FILE COMPLETED FORM WITH THE TOWN CLERK

<p>Town Clerk Certification: Applicant is a registered voter: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <u>[Signature]</u> Name of Town Clerk</p>	<p>This application will remain on file in the Town Clerk's Office for 364 days from the date received. Application Termination Date: <u>12.5.2019</u></p>
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Date Received by Board of Selectmen

Date Received by Town Clerk

RECEIVED
BOS
DEC 07 2018
CC: BOS/TM/ATM

RECEIVED
DEC 06 2018
TOWN CLERK



Provincetown Select Board
AGENDA ACTION REQUEST

Monday, December 10, 2018

OOD

SELECT BOARD APPOINTMENT

Disability Commission

Requested by: Town Clerk Darlene Van Alstyne

Action Sought: Approval

Proposed Motion(s)

MOVE that the Select Board vote to appoint Tracy Kachtick-Anders to the Disability Commission with a term to expire December 31, 2019.

Additional Information

- See attached application.

Board Action

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>



TOWN OF PROVINCETOWN

Application for Town Board Membership

Name: TRACY KACHTICK-ANDERS
Please type or print

Resident Address: 29 STANDISH ST Provincetown, MA 02657

Mailing Address (if different): _____

Telephone #: 646-510-3098 Work # () _____

Email address: Vincentsear.art@gmail.com

Please consider this as my application for membership reappointment on the following Town Board(s).
(Please list order of preference.)

1. DISABILITY COMMISSION
2. BICYCLE COMMITTEE
3. _____

Listed below are the applicant's skills, experience, background, or other factors which would contribute to these committees:

- MOTHER OF SEVERAL CHILDREN WITH SPECIAL NEEDS.
WOULD LIKE TO MAKE PROVINCETOWN SAFER FOR
ALL CITIZENS AND VISITORS.
- INTERESTED IN ALL THINGS BICYCLE & PROVINCETOWN

I hereby certify that I am a resident of the Town of Provincetown.

Tracy Kachtick-Anders
Signature of Applicant

8-14-18
Date

TO THE APPLICANT: FILE COMPLETED FORM WITH THE TOWN CLERK

Town Clerk Certification: Applicant is a registered voter:
 Yes No

[Signature]
Name of Town Clerk

This application will remain on file in the Town Clerk's Office for 364 days from the date received.
Application Termination Date: 8.14.2019

Date Received by Board of Selectmen

Date Received by Town Clerk

RECEIVED
BOS
DEC 04 2018
CC: BOS/TM/ATM

RECEIVED
AUG 15 2018
TOWN CLERK

Elizabeth Paine

From: Vincents Ear Art Shop <vincentsear.art@gmail.com>
Sent: Tuesday, December 04, 2018 5:04 PM
To: Elizabeth Paine
Subject: disability committee

To whom it may concern,

I look forward to the opportunity to serve on the Provincetown Disability Committee. I am a year-round resident and am interested in this particular committee because several of my children have special needs. I think it would be great to have someone represent those with cognitive, emotional, and behavioral disabilities. In addition, due to orthopedic foot surgery, I have spent more than the last month maneuvering the streets of Provincetown via knee scooter, crutches, and a wheelchair. It is quite eye-opening to see the physical restraints of the town on those who cannot walk with ease.

I am hopeful that I can bring a unique perspective to the committee.

Thank you,

Tracy Kachtick-Anders

	Disability Commission			
	First	Last	Position	Term End
1	VP	11/13/18		12/31/19
2	Kaolin	Davis	Vice Chair	12/31/18
3	Linda "Rowan"	Wielblad		12/31/18
4	Nancy	Swanson		12/31/19
5	Dorothy	Feld		12/31/20
6	Linda	Loren	Chair	12/31/20
7	Anne	Howard	ADA Coord.	



Certificate of Appointment
Town of Provincetown
PROVINCETOWN, MASSACHUSETTS 02657

To: Tracy Kachtick-Anders
29 Standish Street
Provincetown, MA 02657

Date: December 10, 2018
Phone: 646-510-3098
Email: vincentsear.art@gmail.com

In accordance with the Charter of the Town of Provincetown by the voters on April 17, 1990,
You are hereby appointed a member to Disability Commission
for and within the Town of Provincetown for a term expiring December 31, 2019.

Select Board

Barnstable, ss. Date: _____

Personally appeared the above-named Tracy Kachtick-Anders appointee to the
Disability Commission and took the oath necessary to qualify
him/her for said office.

TOWN CLERK

I hereby accept this appointment. _____
Signature of Appointee



**Provincetown Select Board
AGENDA ACTION REQUEST**

Monday, December 10, 2018

00E

PARADE PERMIT REQUEST

Light Bright Bike Ride 2018

Requested by: Chair Rik Ahlberg, Provincetown Bicycle Committee

Action Sought: Approval

Proposed Motion(s)

MOVE that the Select Board vote to approve the Parade Application Permit submitted by Rik Ahlberg, on behalf of the Provincetown Bicycle Committee, for the Annual Light Bright Bike Ride 2018, to be held on Monday, December 31, 2018 from 4:30 pm until 5:00 pm

Additional Information

See attached application and route information.

Board Action

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>

Bicycle Committee

Memo

RECEIVED
BOS

DEC 06 2018

CC: BOS/TM/ATM

To: Provincetown Board of Selectmen
From: Rik Ahlberg
Chair, Provincetown Bicycle Committee
Date: October 29, 2018
Re: Light Bright Bike Ride 2018

Background

The first "Light Bright Bike Ride" on Dec. 31, 2016 was a huge success. We expected only a few riders and had over 25 people show up on bikes to ride a loop around town. We gave prizes to the brightest and best decorated bicycles. A majority of the riders were children (accompanied by parents) and the feedback from the event was extremely positive. Last year's ride was unfortunately canceled due to the extremely cold weather.

This year the First Light organizing committee has made this a featured event for the holiday weekend. Mussel Beach will be the lead sponsor of this year's ride. We will have online preregistration and are working with the Library, the PBG and Ptownie.com to promote the event as a free, family-friendly event for New Year's Eve.

Route

Attached please find a copy of the proposed route. The start is at 4:30 PM.

We are planning to follow the same route that was approved for last year. We will stage the ride start at the Johnson Street Parking Lot, ride with traffic down Commercial St., loop around Lopes Square and the Lobster Pot Tree, and then continue along Commercial St. to the finish at Joe Coffee (170 Commercial St.).

At the finish there will be a brief award ceremony and hot beverages for participants.

Request

We would like to ask for police participation by bicycle patrol officers if possible. The ride only takes about 15 minutes from start to finish.

###

Parade Permit Application

RECEIVED
BOS
DEC 06 2018

Application must be submitted to the Board of Selectmen's office at least six weeks prior to the date of your event.

CC: BOS/TM/ATM

Applicant's Name / Organization: Provincetown Bicycle Committee
 Address: Town Hall City/Town: _____ State: _____ Zip Code: _____
 Individual Responsible: Name: Rik Ahlberg, chair
 Email: rik@bikeprovincetown.org Phone: 617-906-5077
 Applicant is: Private Individual Business Non-Profit Corp Town Board

Name of Parade/Event: Light Bright Bike Ride

Description: This is the third year of the ride on New Year's Eve as part of the First Light celebration.
The ride is free and open to the public. Route: Johnson St lot > Lopes Sq > Joe Coffee

Date of Parade/Event: Dec. 31, 2018 Rain Date (if any): none
 Schedule: Start Time: 4:30 PM Finish Time: 5:00 PM
 Number of Marchers: 25 bicycles Number of Vehicles: n/a

The undersigned applicant agrees that the applicant and parade participants will conform with applicable laws, by-laws, and regulations as well as with special requirements that may be made a condition of the granting of a parade permit pursuant to this application. I/we agree to hold the Town of Provincetown harmless from any and all liability and will defend the Town of Provincetown in connection therewith.

Signature of Applicant:  Date: October 26, 2018

Note: Use the attached map, highlight and provide a written plan of parade route including assembly and disassembly locations, special parade features or events as well as stopping locations if any are requested.

For Office Use Only

Public Safety Official	Approve	Disapprove	Date
Police Chief			
Fire Chief			
Director of Public Works			
Licensing Department	Approved		12/6/18
Parking Department			

Comments: Recommended conditions, if any, should be forwarded by email within five (5) days of receipt to both jgolden@provincetown-ma.gov and ldougherty@provincetown-ma.gov.

Parade Permit Application

Application must be submitted to the Board of Selectmen's office at least six weeks prior to the date of your event.

RECEIVED
BOS
DEC 06 2018

Applicant's Name / Organization: Provincetown Bicycle Committee

Address: Town Hall City/Town: _____ State: CC: BOS/TM/ATM Zip Code: _____

Individual Responsible: Name: Rik Ahlberg, chair

Email: rik@bikeprovincetown.org Phone: 617-906-5077

Applicant is: Private Individual Business Non-Profit Corp Town Board

Name of Parade/Event: Light Bright Bike Ride

Description: This is the third year of the ride on New Year's Eve as part of the First Light celebration. The ride is free and open to the public. Route: Johnson St lot > Lopes Sq > Joe Coffee

Date of Parade/Event: Dec. 31, 2018 Rain Date (if any): none

Schedule: Start Time: 4:30 PM Finish Time: 5:00 PM

Number of Marchers: 25 bicycles Number of Vehicles: n/a

The undersigned applicant agrees that the applicant and parade participants will conform with applicable laws, by-laws, and regulations as well as with special requirements that may be made a condition of the granting of a parade permit pursuant to this application. I/we agree to hold the Town of Provincetown harmless from any and all liability and will defend the Town of Provincetown in connection therewith.

Signature of Applicant: *Rik Ahlberg* Date: October 26, 2018

Note: Use the attached map, highlight and provide a written plan of parade route including assembly and disassembly locations, special parade features or events as well as stopping locations if any are requested.

For Office Use Only

Public Safety Official	Approve	Disapprove	Date
Police Chief			<u>12-06-2018</u>
Fire Chief			
Director of Public Works			
Licensing Department			
Parking Department			

Comments: Recommended conditions, if any, should be forwarded by email within five (5) days of receipt to both golden@provincetown-ma.gov and ldougherty@provincetown-ma.gov.

(*) SEE ATTACHED

Town of Provincetown

James F. Golden
Chief of Police
jgolden@provincetown-ma.gov



Police Department

26 Shank Painter Road
Provincetown, MA 02657
Phone: (508) 487-1213
Fax: (508) 487-4077
www.provincetown-ma.gov

To: Provincetown Select Board
From: Chief of Police James Golden
Subject: Light Bright Bike Ride 2018
Date: December 06, 2018

Sir,

I have reviewed the parade application of Rik Ahlberg on behalf of the Provincetown Bicycle Committee for the Light Bright Bike Ride 2018 on Monday December 31, 2018.

They estimate approximately 25 attendees. This is the same as 2016 during the last event.

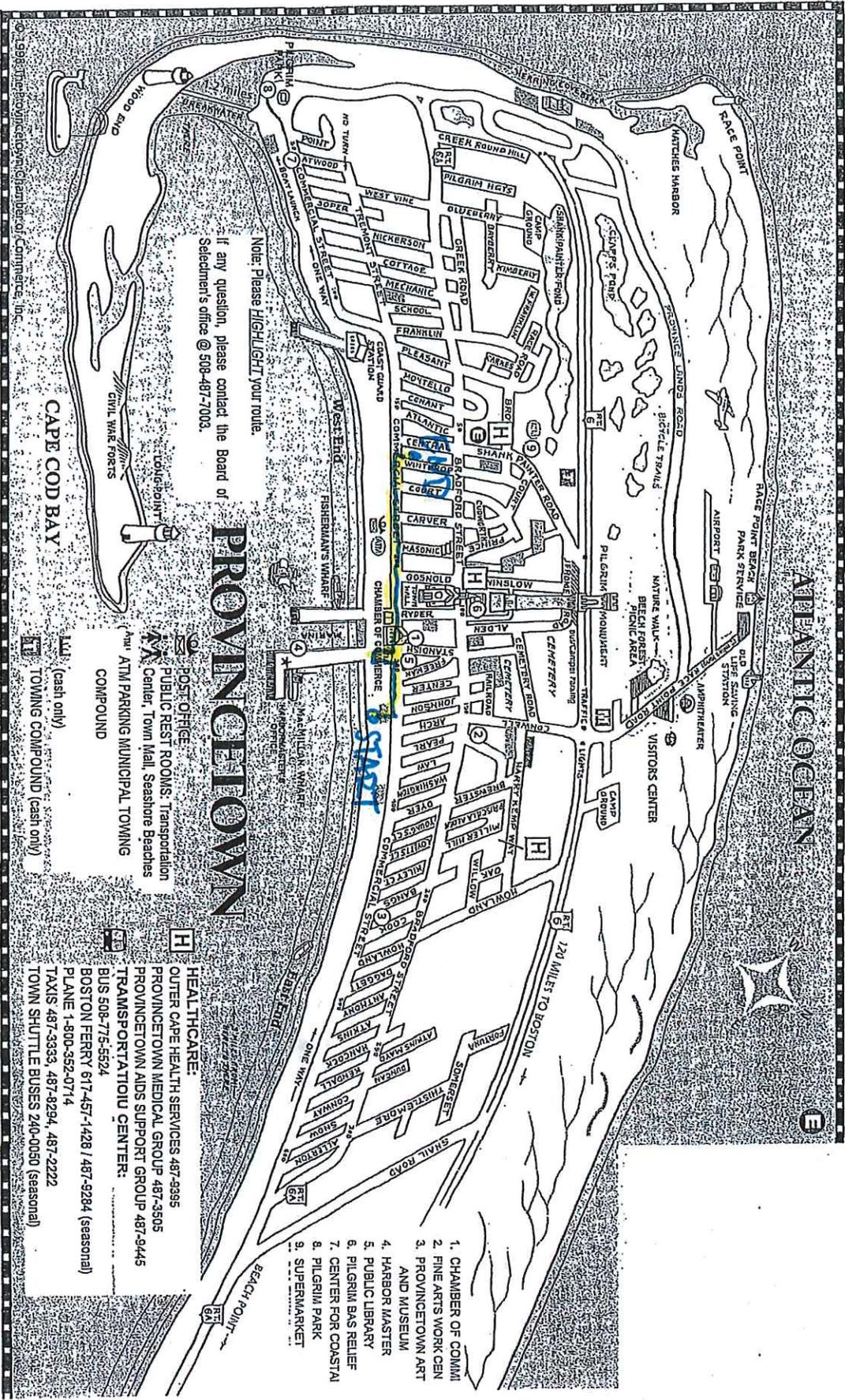
The event is scheduled from 4:30pm to 5:00pm and will navigate a route beginning on Commercial Street starting at the Johnson Street Parking Lot traveling west on Commercial Street circumnavigating Lopes Square and continues down Commercial Street ending at the intersection of Lower Winthrop Street. I believe they desire to make this an annual event.

- Traffic on Commercial Street will need to be re-directed 5 minutes prior to the event and will be slowed for the duration of the event. One Police Officer will be required for this function. We will endeavor to provide the service with on duty personnel this year.
- They have requested police officers assigned to police bicycles to escort this procession which is NOT guaranteed. Any staffing tasked will depend on rider availability and other staff commitments as this event is scheduled for New Year's Eve.

Please let me know what questions you may have.

RECOMMENDED FOR CONSENT AGENDA

Please highlight your Parade Route on the Map



Note: Please HIGHLIGHT your route.
 If any question, please contact the Board of Selectmen's office @ 508-487-7003.

PROVINCETOWN

- P** POST OFFICE
- M** PUBLIC REST ROOMS: Transportation Center, Town Mail, Seashore Beaches
- A** ATM PARKING MUNICIPAL TOWING COMPOUND
- H** HEALTHCARE:
 OUTER CAPE HEALTH SERVICES 487-9395
 PROVINCETOWN MEDICAL GROUP 487-3505
 PROVINCETOWN AIDS SUPPORT GROUP 487-9445
 TRANSPORTATION CENTER:
 BUS 508-775-5524
 BOSTON FERRY 617-457-1428 / 487-9284 (seasonal)
 PLANE 1-800-352-0714
 TAXIS 487-3333, 487-8294, 487-2222
 TOWN SHUTTLE BUSES 240-0050 (seasonal)



TOWN OF PROVINCETOWN
260 Commercial Street, Provincetown MA 02657
Phone: 508 487-7003 Fax: 508 487-0032

PARADE PERMIT

Conditions of Approval

Name of Parade/Event: _____

CONDITIONS and REQUIREMENTS

It is the obligation of applicants, organization(s) and responsible individuals to assure that their parade(s) is (are) orderly. Unless specifically authorized, there will be no parades held during the hours of darkness and no stopping of the parade to advertise or perform.

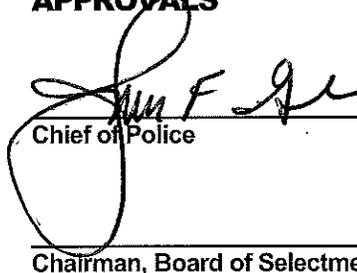
All parades will be assigned and will follow a police cruiser on the approved route. If the Chief of Police deems it necessary to assign additional officers as part of the parade permit, then the cost of such special duty officers will be borne by the applicant.

Any violation of applicable laws, by-laws, regulations, the above requirements, and/or special requirements made a condition of the granting of a Parade Permit will be grounds for immediate revocation of the Parade Permit, prosecution, and denial of future parade permissions.

PARADE ROUTE. SPECIAL CONDITIONS. (Please PRINT or TYPE and allow margin space)

Police Chief may attach additional conditions.

APPROVALS



Chief of Police

Date: 12-16-2018

Chairman, Board of Selectmen

Selectman

Selectman

Selectman

Selectman

Date: _____



PUBLIC HEARING

Continued – Shankpainter Road Reconstruction Project

Requested by: Select Board

Action Sought: Discussion

Proposed Motion(s)

MOVE that the Select Board support bike lane alternative [1: Conventional Bike Lanes][2: Separate Bike Lanes – one lane][3: Separate Bike Lanes – two ways][4: Separate Bike Lanes – two-ways outside].

MOVE that the Select Board support Route 6 Shankpainter Road intersection alternative [1: traffic Signal][2: Roundabout].

MOVE that the Select Board support Route 6 Alternative [1: Shared Use][2: Road Diet]

Additional Information

- The Select Board continued the public hearing from the annual traffic hearing on November 19, 2018

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

Memorandum

Date: November 26, 2018
To: Richard Waldo, P.E., DPW Director
From: James D. Fitzgerald, P.E., LEED AP, Director of Transportation
Subject: Shank Painter Road/Route 6 Rehabilitation Project

Environmental Partners Group, Inc. (Environmental Partners) has prepared the following responses to comments raised at the Board of Selectmen Hearing held on Monday, November 19, 2018 discussing the Shank Painter Road/Route 6 Rehabilitation project.

Comment #1:

A sidewalk is proposed along the western roadway edge of Shank Painter Road with two-directional separated bicycle lanes outside of the sidewalk. As a result, pedestrians will be walking with vehicular traffic on one side and bicycles on the other. What was the reasoning behind not having the two components reversed (having separated bicycle lanes along the roadway and the sidewalk outside)?

Response:

One of the major goals of the project is to provide comfortable and continuous multi-modal accommodations from Bradford Street to the shore and network of trails. Several alternatives have been presented to the Town and to the public since the project began including bicycle lanes within the roadway, shared use paths, and various options for separated bicycle lanes. These options were first presented to the public during the July 20, 2017 public meeting held at the United Methodist Church. Several slides that originated from that presentation showing discussed alternatives and their pro's and con's have been included in Attachment A.

Following an alternatives analysis, separated bicycle lanes were collectively selected along Shank Painter Road given the low-stress bicycle network that they would provide especially for the novice cyclist. Traditional bicycle lanes within the roadway or one-direction separated bicycle lanes (on either side of the road) would require bicyclists to cross Shank Painter Road near Route 6 which would not provide the continuous connection that was intended and would not be recommended from a safety standpoint. The placement of the proposed two-way separated bicycle lanes to be on the outside of the footprint instead of directly adjacent to the roadway was based on the following reasons:

- *The design was based on providing comfortable accommodations for all users while minimizing impacts to the local abutters. Although adequate right-of-way width exists*

along Shank Painter Road, it was our goal to minimize impacts to parking and other features that currently occupy town-owned land.

- *Providing separated bicycle lanes directly along the western edge of roadway would result in a northbound bicycle traveling directly adjacent to vehicles traveling in the opposite direction (southbound) and adjacent to a curb with a 6" reveal. Given the discomfort that these conditions pose to most cyclists directly adjacent and the natural tendency for them to keep some distance ("shy distance") from these conditions, a buffer would be needed from the curb/travelled way. The National Association of City Transportation Officials (NACTO) recommends a buffer width in these instances of 3 feet which would take up more of the right-of-way width than originally presented. Again, it was a goal to minimize the construction footprint and impacts to abutters.*
- *If a continuous separated bicycle lane were to be provided directly adjacent to the roadway, a buffer width would also be required along the curb line to account for grading at the many driveways. As shown in Figures 1 and 2, driveway aprons for residential and minor commercial properties require a transition area for grade transitions from the roadway elevation to the elevation of the separated bike lane (before reaching the separated bicycle lane). Per Massachusetts Highway Division project Development and Design Guide 2006, for residential properties, a maximum transition of 15% is allowed and for commercial properties a maximum transition of 8% is allowed. (Treatments at major commercial driveways such as Stop & Shop will be handed as small roadways.) This transition width takes up additional right-of-way width (up to 3.5 feet) and would need to fall within the above discussed buffer. Again, it was a goal to minimize the construction footprint and impacts to abutters.*

The sidewalk proposed along the western side of road was proposed to be wider than on the eastern side (6.5 feet versus 5.5 feet) with an additional one foot buffer strip between the sidewalk and separated bicycle lanes constructed of a hardscape such as cobble or brick, promoting pedestrian comfort. Periodic street trees were also proposed along the outside edge of the sidewalk to provide additional separation between pedestrian and cyclist.

Figures 1 and 2 provide a comparison between the two scenarios, illustrating that the overall construction footprint will become 2 feet wider by providing the separated bicycle lanes directly adjacent to the roadway despite having a narrower sidewalk than under the preferred alternative. The wider footprint would likely result in eliminating some of the existing parking along Shank Painter Road in locations where parking is partially taking place within the town right-of-way. A Town-preference is requested in order for the design of the 25% Submission to be advanced.

Comment #2:

How will the Town plow the separated bicycle lanes?

Response:

Since the sidewalk and separated bicycle lanes are flush, it is anticipated to be relatively easy to plow both simultaneously unlike some of the alternatives considered.

Comment #3:

Is the proposed Shank Painter footprint (including roadway, sidewalks, and separated bicycle lanes) centered within the Town right-of-way?

Response:

The proposed alignment along Shank Painter Road is anticipated to be primarily centered to the right-of-way with some variations including: attempts to retain existing parking that infringes on the right-of-way; attempts to retain existing features; and to minimize topographic impacts and grade blending.

Comment #4:

How does traffic flow through the proposed roundabout?

Response:

Traffic will flow through the roundabout as it does on any traffic circle. Entering traffic yields to traffic within the roundabout, in a smooth, efficient manner. Roundabouts have well documented benefits in providing more efficient operations, fewer crashes and less severe crashes than treatments such as traffic signals. All current movements/turns will still be allowed. (See the Attachment A for more information on roundabouts.)

Comment #5:

What parking impacts are anticipated at the eastern project limit at the Bradford Street intersection?

Response:

The roadway alignment becomes tight along Shank Painter Road given the two-lane approach to Bradford Street. As a result, the proposed separated bicycle lanes along the western side of road are proposed to merge with the sidewalk to form a shared use path near the intersection. Most of the existing nose-in parking spaces that are currently solely on private property on the northern side of road are proposed to be retained, resulting in a wide curb cut to maintain access (pending MassDOT review). The open space along the northern side of Shank Painter Road within 130 feet of Bradford Street is currently not deep enough to fit a conventional parked vehicle perpendicularly without infringing on the right-of-way and/or roadway.

Therefore within this area, a segment of perpendicular on-street parking is currently proposed. See Figure 3.

Comment #6:

Will the project retain existing curb cut widths?

Response:

Every driveway will be evaluated on a case by case basis with the goal of protecting the functionality of existing curb cuts while narrowing wherever able. All driveway aprons will be ADA compliant and constructed with cement concrete to delineate the pedestrian travelled way.

Comment #7:

A recommendation was made to plant wild flowers instead of grass where possible.

Response:

Along Shank Painter Road, minor grade blending is anticipated adjacent to constructed hardscape, replacing impacted planting treatments in kind. Alternate treatments may be discussed in the future as the design details advance.

Along the portion of Route 6 falling under Town jurisdiction, landscaping opportunities will exist within and surrounding the roundabout for future discussions with the Town and MassDOT. It should be noted however that minor level of landscaping will likely be funded by MassDOT; additional treatments may be included in the construction bid documents but would need to be funded by the Town as “non-participating” items.

Along the portion of Route 6 falling under National Park Land jurisdiction, it is anticipated that landscaping treatments will be somewhat controlled.

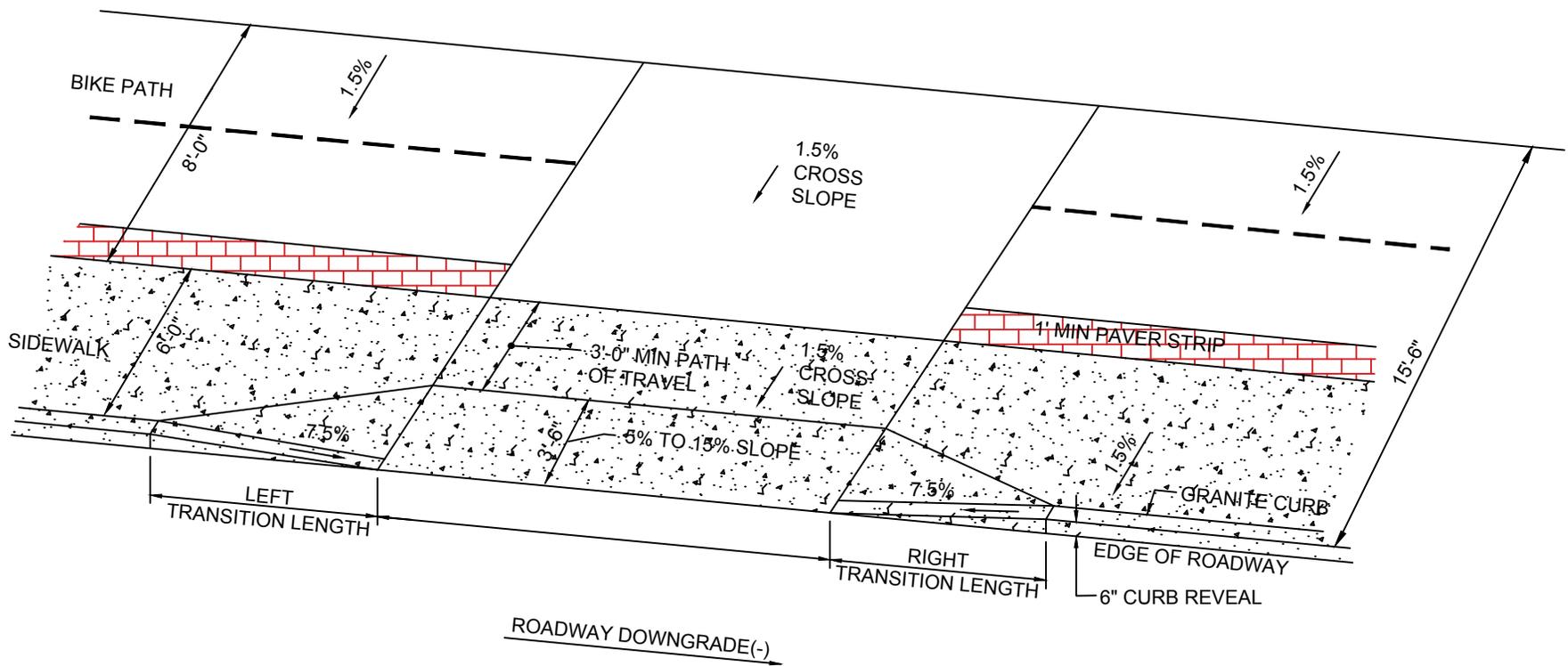
Comment #8:

Since this is a corridor rehabilitation project, urban design elements should be included to improve the aesthetic of the location and pronounce this as a gateway. There is concurrence that an art feature of some sort should be used within the roundabout.

Response:

Streetscape enhancements such as ornamental street lighting, street furniture (benches, trash receptacles, etc.), and outdoor artwork may be considered along Shank Painter Road. Great opportunities for artwork and plantings will certainly be created within the roundabout. Clarification on Town expectations will be necessary in the future as the design plans and details are advanced. It should be noted however that MassDOT will not fund these treatments. Should the Town wish to include these features and obtain separate funding for them, they can be included in the construction bid documents as “non-participating” items, for the Town to fund.

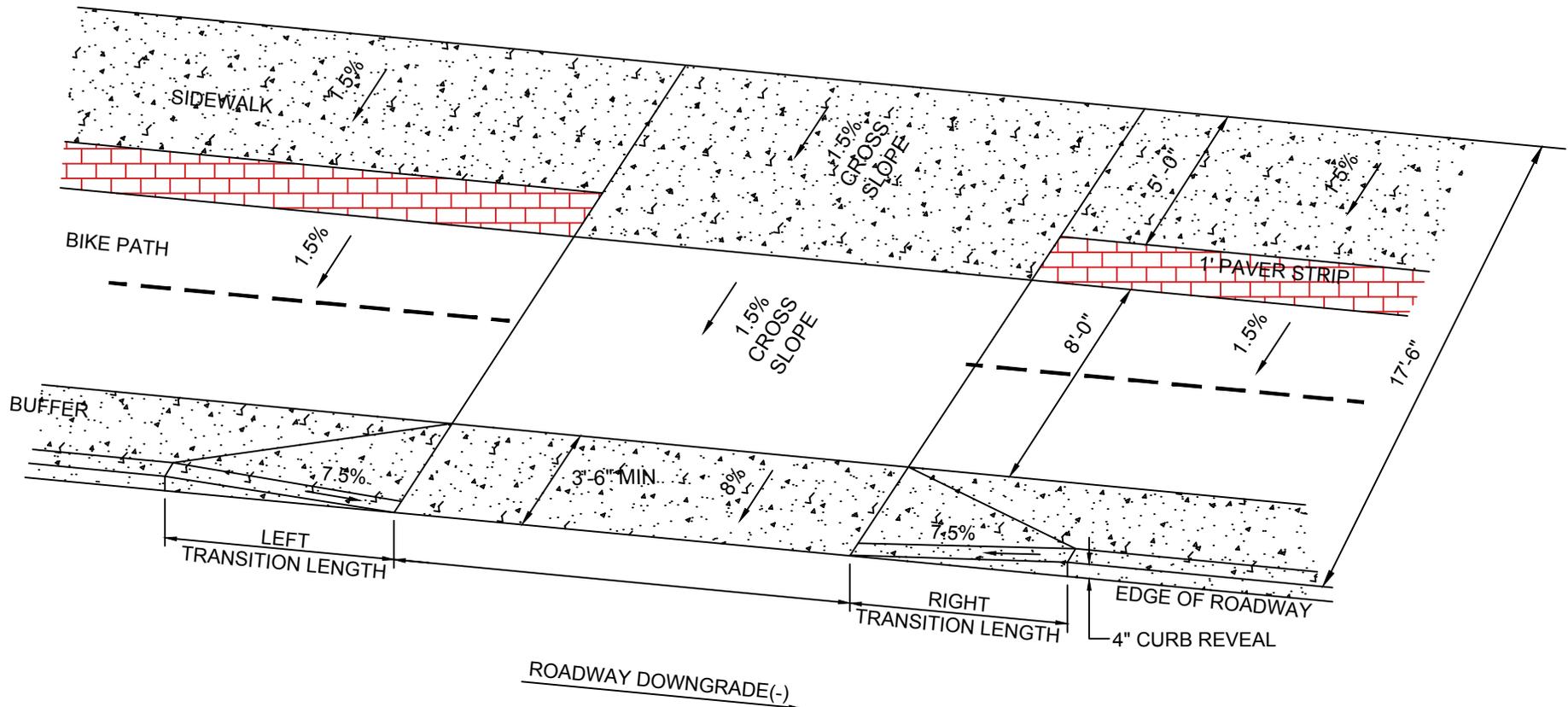
Otherwise the design plans can be laid out to allow for Town-selected art elements for future installation (by the Town).



SIDEWALK ALONG ROADWAY GUTTER



FIGURE 1
DRIVEWAY OPENING
ALTERNATIVE 4



BIKE PATH ALONG ROADWAY GUTTER



FIGURE 2
DRIVEWAY OPENING
ALTERNATIVE 3

Environmental Partners
A partnership for engineering solutions. GROUP

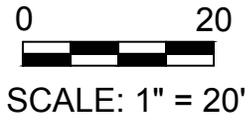
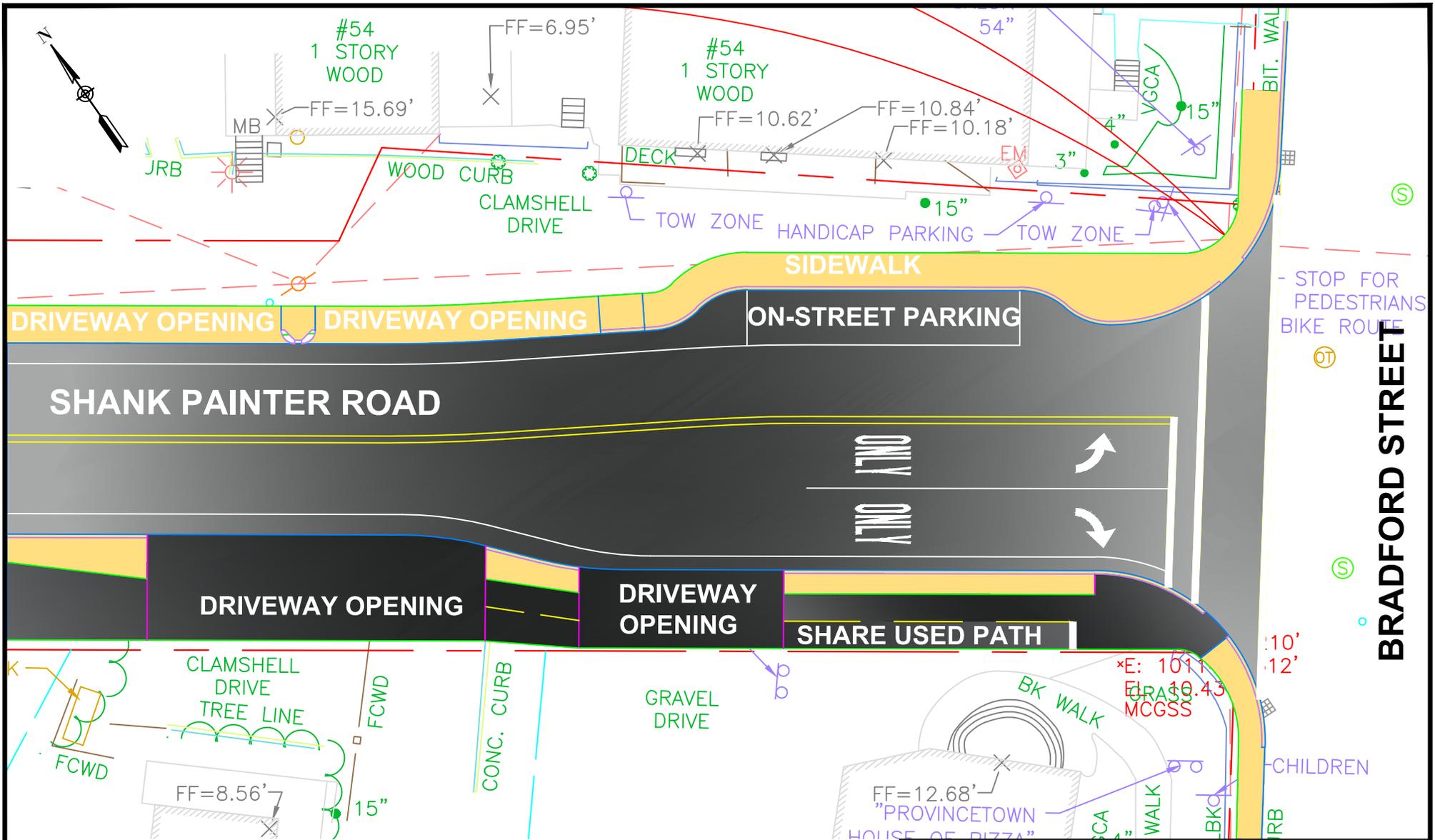
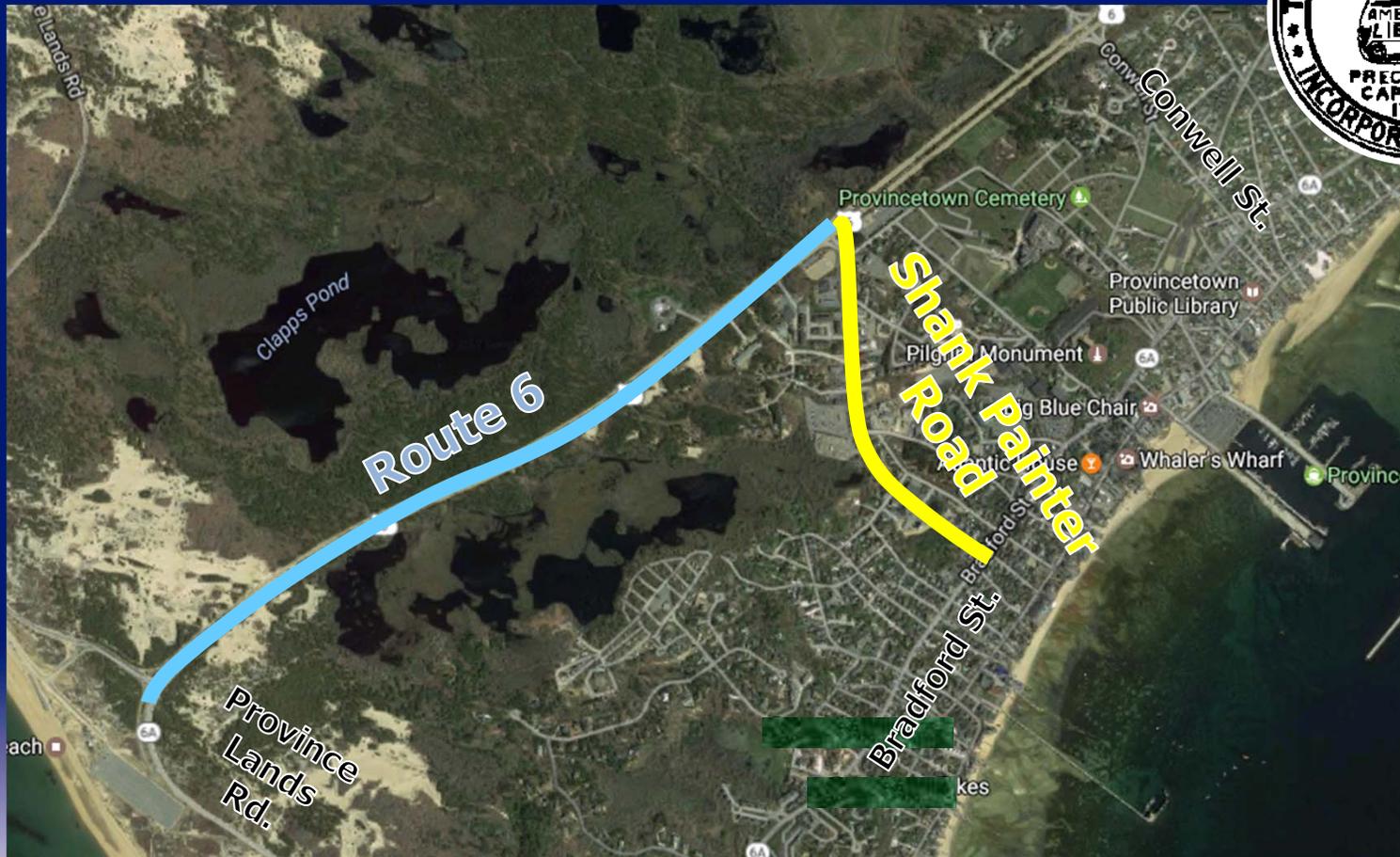


FIGURE 4
SHANK PAINTER ROAD
AT BRADFORD STREET
Environmental Partners
A partnership for engineering solutions. GROUP

Attachment "A"



TOWN OF PROVINCETOWN
SHANK PAINTER ROAD / ROUTE 6



Environmental  Partners

GROUP

A partnership for engineering solutions.

www.envpartners.com

Approach to Roadway Design

BALANCE

*Proper Vehicular
Speeds/Behavior*

*Safe Bicycle
Accommodations*

*Adequate
Parking*

*Identifying the right
treatments in the
right locations...*

*Streetscaping/
Maintain Character*

Speed

*Vehicular
Mobility*

*Proper Pedestrian
Accommodations*

*Regional
Circulation*



Project Objectives

to address:

- Lack of pedestrian/bike accommodations along corridor
- Lack of bike/pedestrian connections to Route 6
- Maintain vehicular circulation & emergency access
- Promote usage of Shank Painter as the major gateway to Provincetown
- Reduce expansive openings along edge of road while maintaining adequate openings for businesses
- Improve aesthetics of roadway



Alternatives Analysis

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Shank Painter Road

A partnership for engineering solutions.



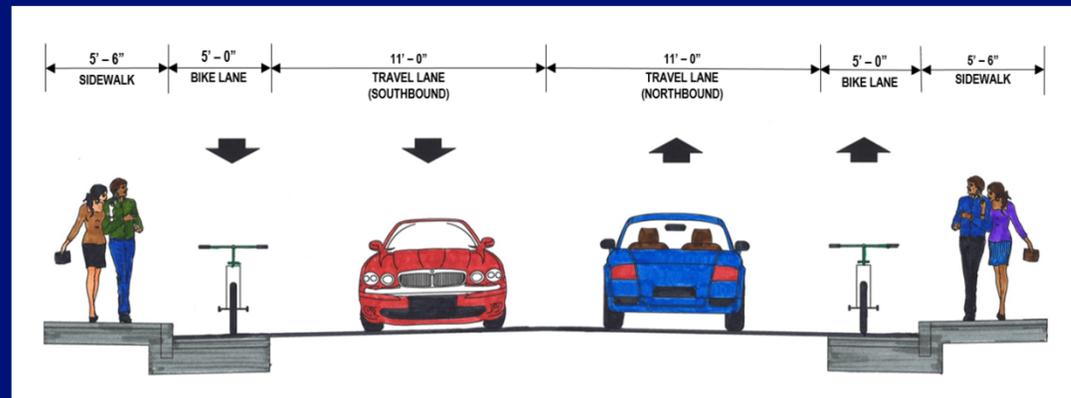
Alternative 1: Conventional Bike Lanes

Pros

- Less expensive (for MassDOT)
- Low maintenance (plowing)

Cons

- Minimal protection for cyclists
- Not a low-stress bicycle network that encourages riders
- Not a continuous bike connection
- Need for ped./bike crossing at Route 6
- Wider road could increase speeds



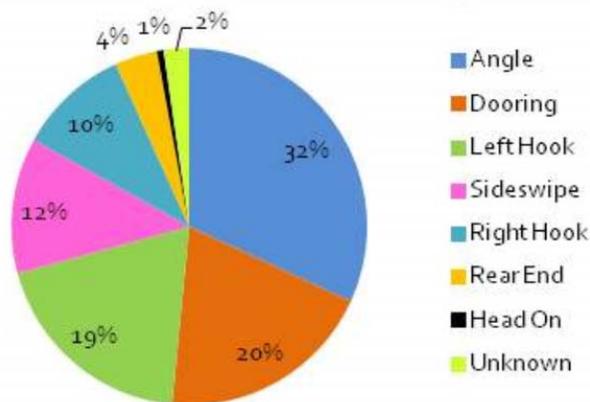
Safety Trends

According to the National Highway Traffic Safety Administration, **743 cyclists were killed** in the US in 2013 and an additional **48,000 were injured** in collisions with motor vehicles.

This is an **increase of 1.2%** from the previous year, while motor vehicle crashes **decreased by 3.1%**



Prevalence of Crash Types



Consider Alternative Treatments...



A partnership for engineering solutions.

Comparison of Treatments

Bike Lane

Buffered
Bike Lane

Separated
Bike Lane

Sidepath/
Shared Use Path



Level of comfort:

10%-13%

22%

31%-70%

55%-90%

Statistic Library/Protected Bike Lane Statistics, People for Bikes
A partnership for engineering solutions.



Ridership

- Provide *more comfortable experience* for less-skilled riders...a **"low-stress network"**
- *Appeal to a broad range of people*; increases bicycling volumes and rates
- Provides a *safer feeling* to attract new riders (96% for separated bike lanes)
- Provide a *linkage between regional trail systems*



Alternative 2: Separated Bike Lanes

Overview

An exclusive bike facility separated from pedestrian traffic and physical separation from vehicles
FHWA: Separate Bicycle Guidelines (May 2015)

75% reduction in bike related intersection injuries compared to locations without treatments

(Statistics Library/Protected Bike Lane Statistics, People for Bikes)

10% of current riders *switched from other modes*

25% are *biking more in general*

(Lessons from the Green Lanes: Evaluating Protected Bike Lanes in the U.S., National Institute for Transportation and Communities 2014 report)

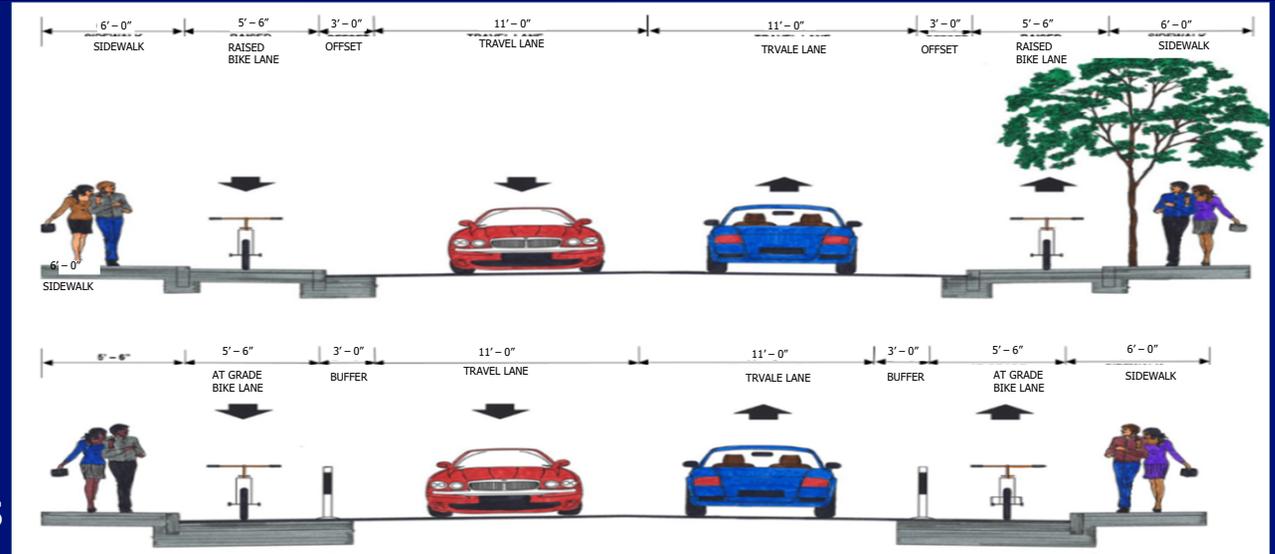
Alternative 2: Separated Bike Lanes (one-way)

Pros

- Increased cyclist protection
- Low-stress bicycle network to encourage riders

Cons

- Not a continuous bike connection
- Need for ped./bike crossing at Route 6
- Required additional buffer (wider footprint/ impacts)
- Higher construction costs
- Increased maintenance efforts



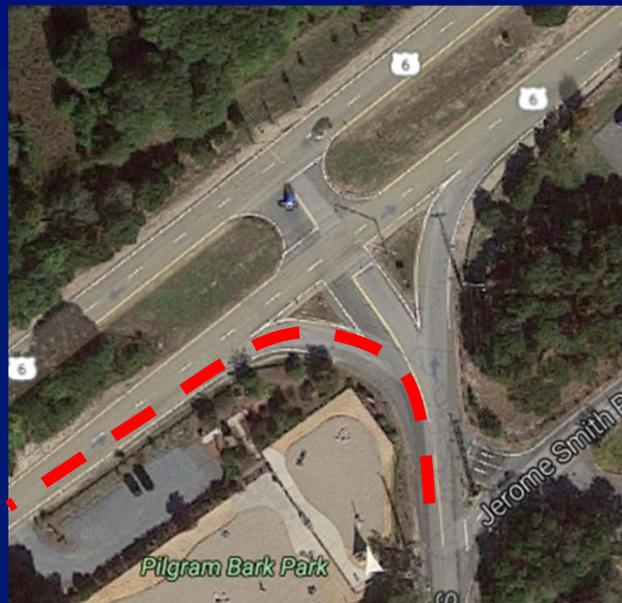
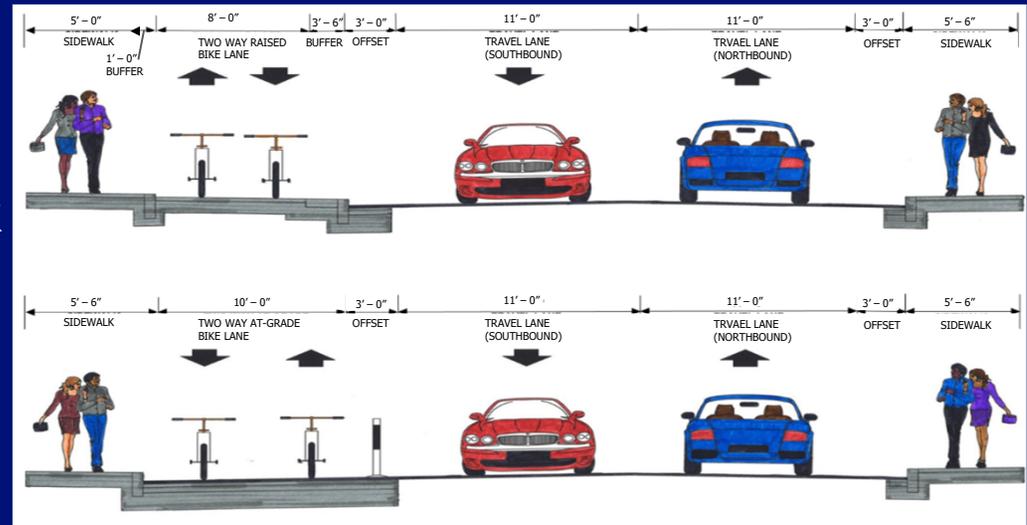
Alternative 3: Separated Bike Lanes (two-way)

Pros

- Increased cyclist protection
- Low-stress bicycle network (to encourage ridership)
- Provides a continuous bike connection (at Route 6)

Cons

- Northbound cyclists riding next to southbound traffic (uncomfortable)
- Required additional buffer (wider footprint/ impacts)
- Higher construction costs
- Increased maintenance efforts



Alternative 3: Separated Bike Lanes *(two-way)*

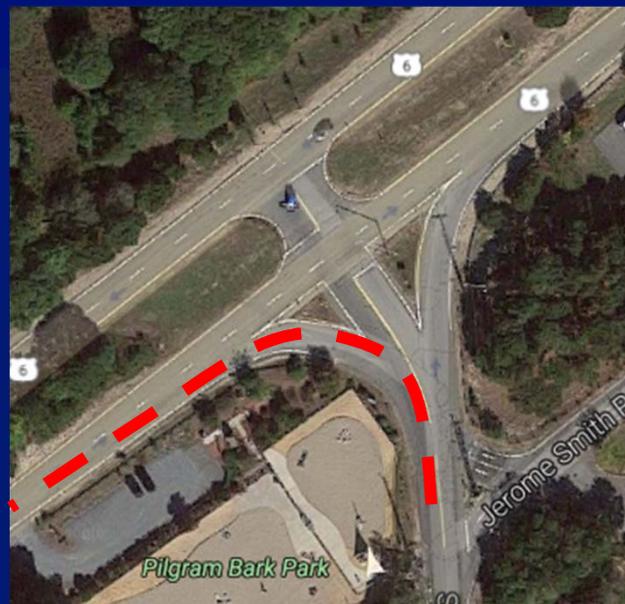
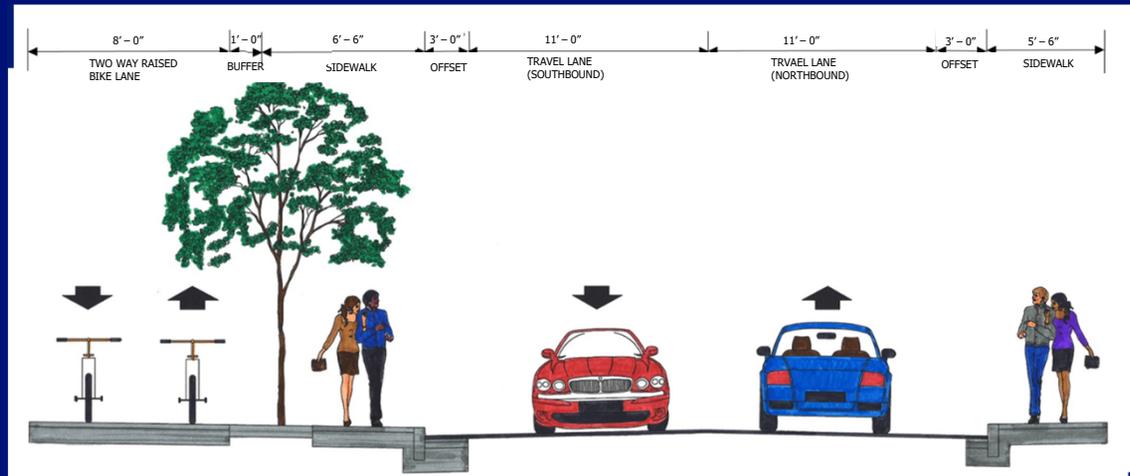


Alternative 4: Separated Bike Lanes (two-way, outside)

Pros

- Increased cyclist protection
- Low-stress bicycle network (to encourage riders)
- Northbound cyclists separated from southbound traffic
- Narrower footprint (minimize impacts)
- Provides a continuous bike connection (at Route 6)
- Less maintenance efforts than alternatives

Cons



Alternative 4: Separated Bike Lanes *(two-way, outside)*



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Route 6 / Shank Painter Road Intersection



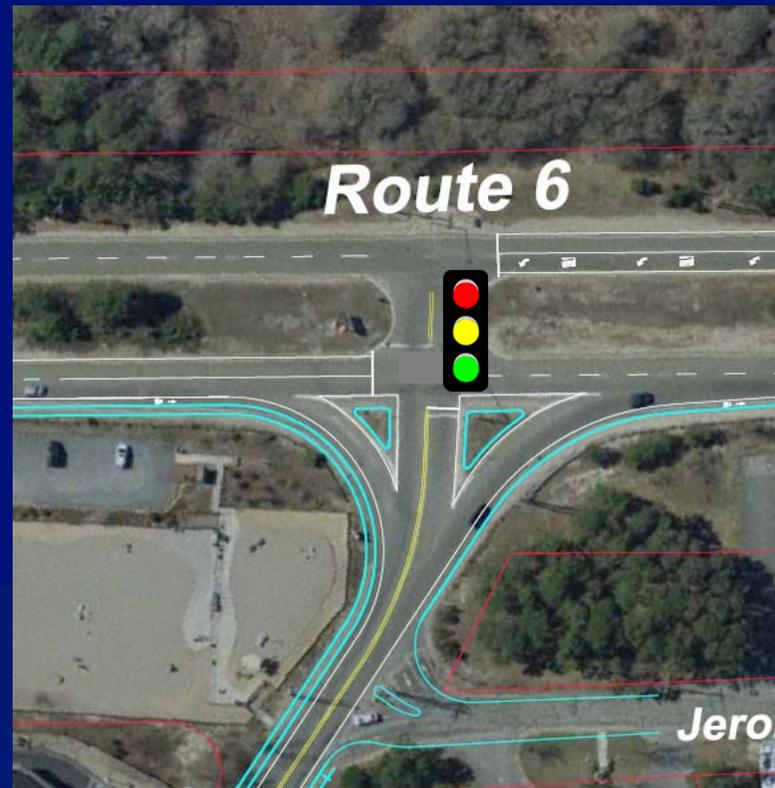
Alternative 1: Traffic Signal

Pros

- Improved operations (to avoid grid lock)

Cons

- Does not meet objective of encouraging vehicular town access via Shank Painter Rd.
- Gateway not provided
- Aesthetically unappealing
- Promotes higher travel speeds



Alternative 2: Roundabout

What is a Modern Roundabout?

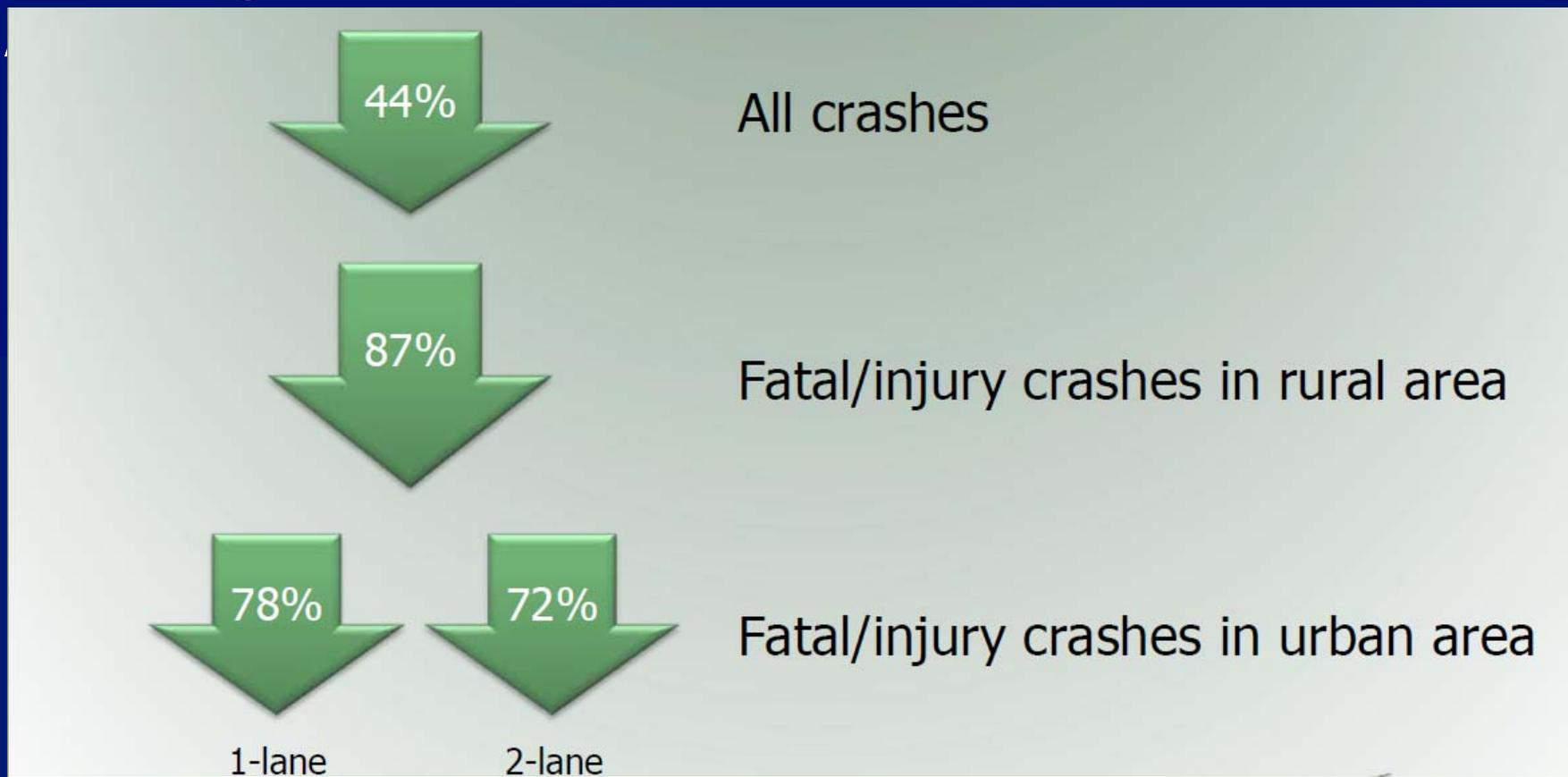
- A compact *Circular Intersection* where traffic travels counter-clockwise around a center island.
- Entering traffic yields vehicle traveling on roundabout.
- Approaches are channelized to deflect traffic into a proper entry path.
- Design for traffic calming, resulting in **reduced speeds.**
- **Processes traffic *efficiently.***
- Provide additional opportunities for landscaping... **gateway treatment**



Alternative 2: Roundabout

Safety: Reduced Number of Crashes

Converting Two-way Stop Intersection to Roundabout...



*Study source: Highway Safety Manual (HSM) and Federal Highway Administration (FHWA)



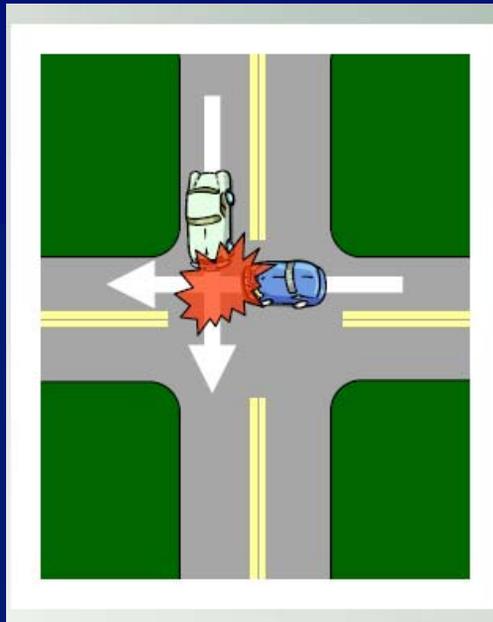
Alternative 2: Roundabout

Safety: Improved Type of Crashes

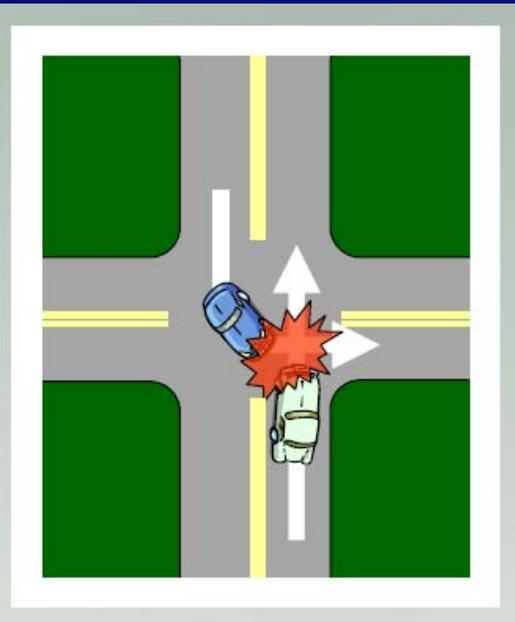


TYPICAL 4-LEG INTERSECTION

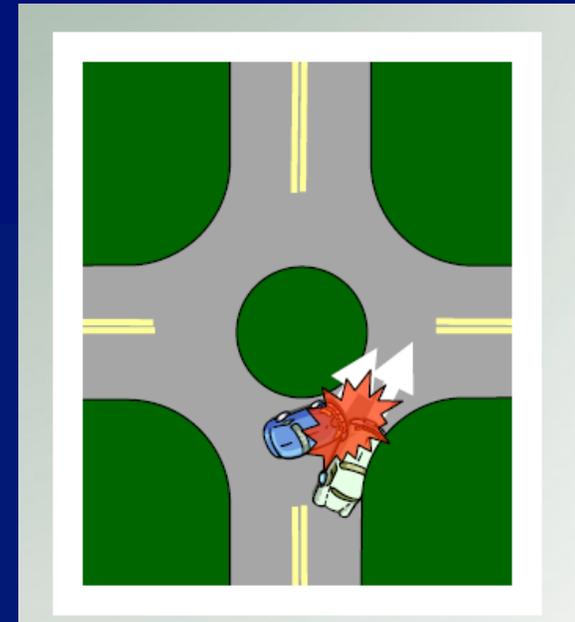
ROUNDABOUT



Angle



Left Turn



Sideswipe

*Study source: Highway Safety Manual (HSM) and Federal Highway Administration (FHWA)

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Alternative 2: Roundabout



Pros

- Improved operation to avoid grid lock
- Improved safety compared to alternatives
- Highlight as primary access to town
- Gateway treatment
- Opportunity for aesthetic enhancements
- Efficiently processes traffic
- Traffic calming feature

Cons

- Increased construction costs



Route 6

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Alternative 1: SHARED USE

Pros

- Maintain vehicular operations

Cons

- Bikes/Pedestrians need to cross Route 6 traffic (at Shank Painter)
- Wide accommodations promote higher speeds... not comfortable for bikes/pedestrians
- Bikes along Route 6 will be exposed to adjacent vehicles
- No protection for pedestrians from adjacent Route 6 vehicles

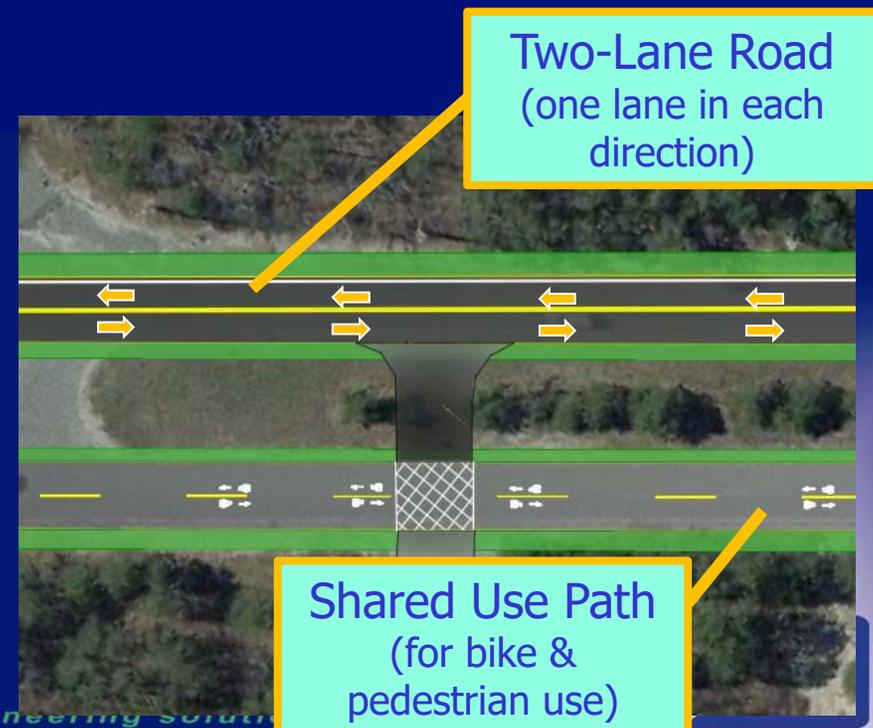


Alternative 2: ROAD DIET

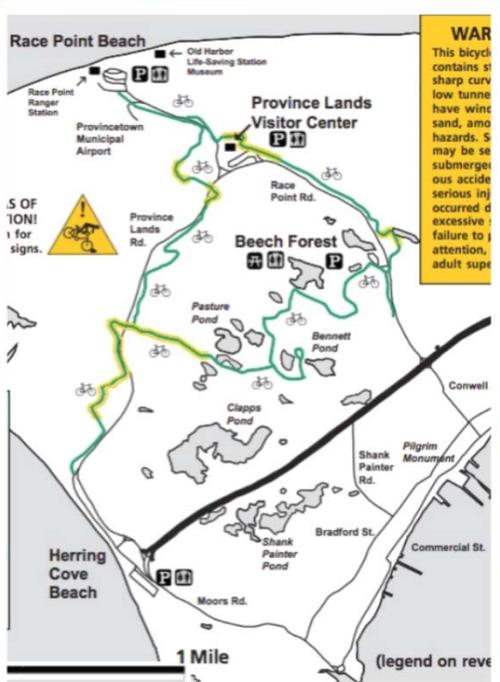
- Maintain vehicular operations
- More efficient/effective use of pavement
- Provide comfortable bicycle and pedestrian accommodations for all users, separated from vehicles
- Provide direct continuous bike/pedestrian connection from Shank Painter to Herring Cove and trail network
- Eliminates need for bikes/pedestrians to cross Route 6 traffic at Shank Painter

Pros

Cons



Alternative 2: ROAD DIET



Combination of Preferred Alternatives

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Combination of Preferred Alternatives

Route 6 :
Alternative 2
(Road Diet)

Route 6 Intersection:
Alternative 2
(Roundabout)

Route 6

Bark Park

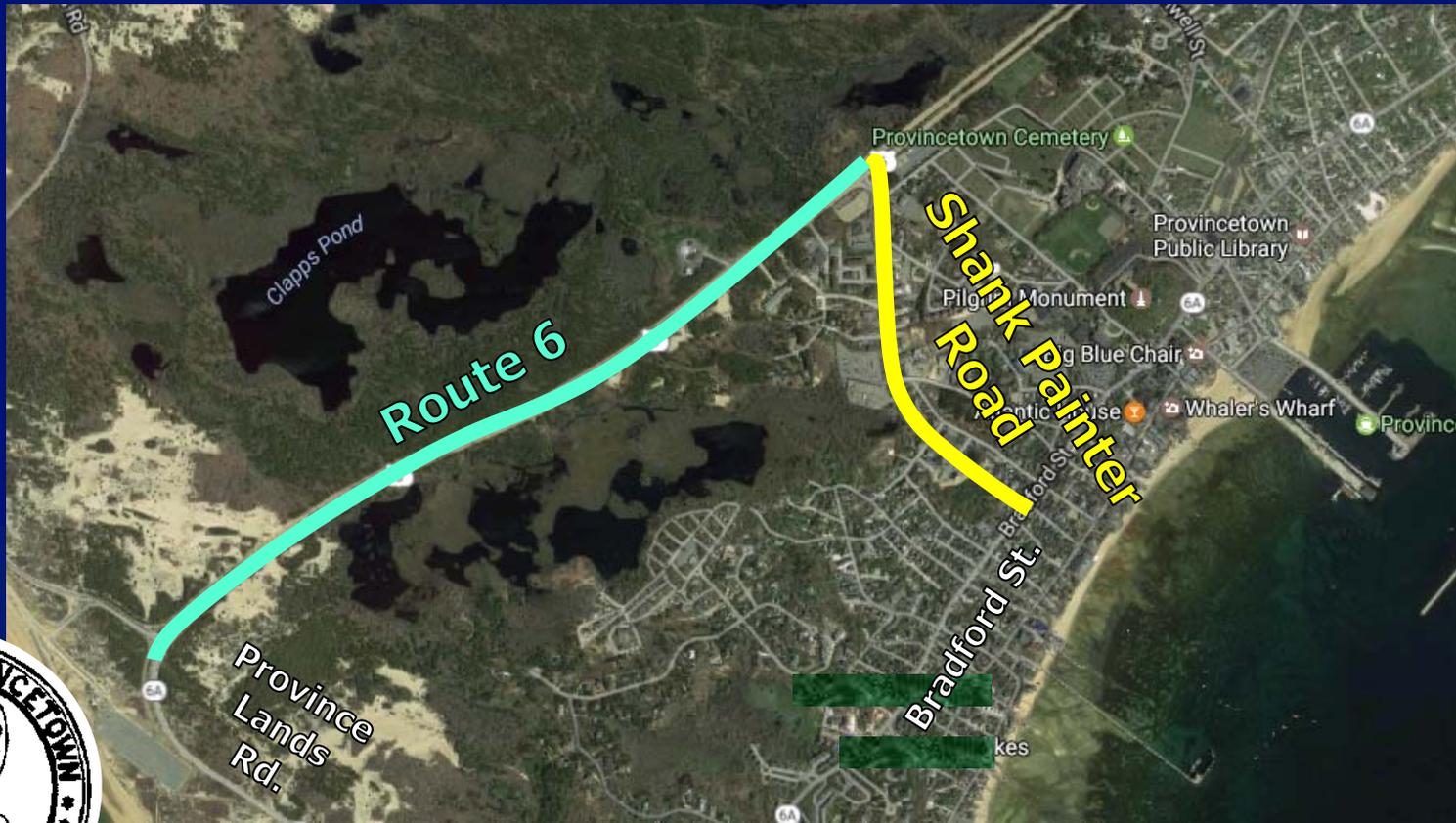
Jerome Smith Rd.

Shank Painter Rd.

Shank Painter Road:
Alternative 4
(Two-Way Separated Bike Lanes)



Thank you!





Provincetown Select Board
AGENDA ACTION REQUEST
Monday, December 10, 2018

2

PUBLIC STATEMENTS

Requested by: Select Board

Action Sought: Open

Proposed Motion(s)

Three (3) minutes maximum. Select Board Members do not respond during Public Statements.

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>



Provincetown Select Board
AGENDA ACTION REQUEST

Monday, December 10, 2018

3

SELECT BOARD' STATEMENTS

Requested by: Select Board

Action Sought: Open

Proposed Motion(s)

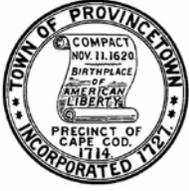
Motions may be made and votes may be taken.

- **Cheryl Andrews**
- **Lise King**
- **Louise Venden**
- **Robert Anthony**
- **Tom Donegan**

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>



Provincetown Select Board
AGENDA ACTION REQUEST

Monday, December 10, 2018

4A

REGIONAL TRANSIT PRESENTATION

CCRTA/CapeFlyer

Requested by: Administrator Thomas S. Cahir

Action Sought: Discussion

Proposed Motion(s)

Discussion dependent. Votes may be taken.

Additional Information

- Please see attached documents

Board Action

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>

Cape Cod Regional Transit Authority

Briefing Book



Cape Cod Regional Transit Authority
215 Iyannough Road, P.O. Box 1988, Hyannis, MA 02601

T: 508.775.8504

capecodrta.org

Last Updated: December 6, 2018



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Mission Statement

Our mission is to provide excellent customer service through efficient, reliable, safe and affordable transit options to all our customers and communities. To achieve this, we employ a mobility management approach to service delivery that has optimized the way we provide transportation to our many customers while making the agency more cost effective.

Staff

ADMINISTRATOR	Thomas S. Cahir
DEPUTY ADMINISTRATOR/TRAVEL TRAINER	Paula George
CHIEF FINANCIAL OFFICER	Henry Swiniarski
MOBILITY MANAGER	Kristen Boyd
DEPUTY ADMINISTRATOR/GRANTS MANAGER	Noah Berger
FACILITIES MANAGER	Scott Swiniarski
CONSUMER AFFAIRS MANAGER	Kathy Jensen
ACCOUNTING MANAGER	Lisa McKay
DATA ANALYST	Aparna Sachidanand
HUMAN SERVICES TRANSPORTATION MANAGER	Linda Landry

Contracted Services

AUDITOR	Bruce Norling, CPA, PC
INSURANCE	Rogers & Gray Insurance Agency
LEGAL COUNSEL	Robert Chamberlain, Esquire Rubin, Rudman, Chamberlain & Marsh
OPERATIONS	John Kennedy, General Manager MV Transportation, Inc. Fred Valdivia, Assistant General Manager MV Transportation, Inc.



General Information

Enabling Legislation

The Cape Cod Regional Transit Authority was established on October 13, 1976, pursuant to the provisions of Chapter 161B of the General Laws of the Commonwealth of Massachusetts. The Authority is a body politic, corporate and a political subdivision of the Commonwealth. The territorial area of the Authority consists of 15 member towns including Barnstable, Bourne, Brewster, Chatham, Dennis, Eastham, Falmouth, Harwich, Mashpee, Orleans, Provincetown, Sandwich, Truro, Wellfleet and Yarmouth as original members.

The Authority is given general responsibility to develop, finance and contract for the operation of mass transportation facilities within its territory. It is authorized to improve, modify or extend existing facilities, acquire or construct new facilities and enter into agreements with other parties, including government agencies, municipalities, authorities, private transportation companies, railroads, corporations and other concerns, providing for construction, operation and use by such other party of any mass transportation facility or equipment. The Authority is also authorized to issue bonds and notes to pay capital costs as provided in the Act.

The affairs of the Authority are managed by an Administrator, who is appointed by and serves at the pleasure of the Advisory Board. By law, the Advisory Board consists of the Chairman of the Board of Selectmen of each town having such board, or the town manager or town administrator of each town. However, they may, in writing filed with the Authority, from time to time appoint designees to act for themselves on the Advisory Board. The Cape Cod Regional Transit Authority Advisory Board members are listed in Appendix A. Committees of the Advisory Board are listed in Appendix B.

Voting Formula

The Advisory Board performs its functions by majority vote. The vote is determined by a statutory formula based on the most recent local assessment. The current weighted vote is listed in Appendix C. Town assessments are listed in Appendix D.

Duties of the Advisory Board

The Cape Cod Regional Transit Authority Advisory Board has three primary statutory responsibilities: 1) The approval of any change in fares; 2) The approval of substantial changes in mass transportation service within the area of the Authority; and 3) The adoption of an annual budget. Another responsibility is the issuing of Operating Rights to private carriers for the carriage of passengers for hire for fixed routes originating and terminating within the CCRTA region. The bylaws of the Advisory Board further prescribe certain functions, for instance:

1. The number, election and duties of officers; and
 2. Rules of procedure and the administration of Board business.
-



Duties of the Administrator

The Administrator, by statute, is responsible for managing the affairs of the Authority and is directed to act as its chief executive officer. The functions are numerous and varied, and include:

- The management of all equipment and facilities;
- The establishment of rules and regulations;
- The entering into of agreements with other parties;
- Borrowing to meet current operating expenses of the Authority in anticipation of receipt of reimbursements from local, state and federal sources; and
- To appoint and employ officers, agents and employees to serve at his pleasure, except as may otherwise be provided in collective bargaining agreements, and to fix their compensation and conditions of employment.

Community Involvement

The Cape Cod RTA sits on many advisory boards and committees, as a part of its commitment to be a community member that is working to address the needs of the residents and visitors of Cape Cod:

- Elder Services of Cape Cod and the Islands Board
- Cape Organization for the Rights of the Disabled Board
- Cape Cod Regional Coordinating Council
- Department of Transitional Assistance Advisory Board for Cape Cod and the Islands
- Healthy Aging Cape Cod Steering Committee
- Barnstable County Regional Emergency Planning Committee
- Housing Assistance Family Self Sufficiency Advisory Committee
- Cape Cod & Islands Regional Coordinating Council
- Cape Cod Chamber of Commerce Board
- Cape Cod Health Care Board
- Cape Cod Cooperative Bank Board
- Cape Cod Baseball League Board
- Cape Cod Youth and Families Council
- Statewide Coordinating Council on Community Transportation

Communication

CCRTA works with the staff of human service organizations to identify and address issues and barriers to transportation services for the consumers they serve, and provides them with transportation information and resources. Many presentations each year are given to groups and individuals about the services that CCRTA provides.

CCRTA provides our passengers with travel information through a variety of means including a 1-800-352-7155 telephone system, 24 hour answering service, TTY for deaf and hearing impaired customer as well as a language line which supports non-English speaking customers.

The CCRTA has also embraced electronic media, utilized a robust website which features trip planning capabilities as well as travel information such as rider alerts and real-time vehicle information. The agency



also uses social media outlets such as Facebook and Twitter. These outlets help the agency to build a communication pipeline to the community including a feedback mechanism.

The agency actively surveys customers throughout the year through the mail and on-board surveys. These surveys provide us with valuable feedback and recommendations for service improvements. A common response we find from our valued customers is gratitude for the services provided. It is important for this agency to recognize the many ways our customers use the system to get to jobs, educational opportunities, social engagements and other purposes.

Current Services

Trips 2017

- The CCRTA provided approximately 1.4 million trips in 2017
 - Fixed Route Service provided over 700,000 rides
 - DART Services provided over 250,000 rides between the general public and Social & Human Services passengers
 - ADA Services provided over 4,000 rides
 - Boston Hospital Services provided over 3,000 rides
 - The Accessible Transportation Program provided over 8,000 rides
 - MAP COA Program provided over 45,000 rides
 - Human Services Transportation Program provided over 360,000 rides
 - Social Services Transportation Program provided over 8,000 rides
-

Fixed Route Services

Although responsible for establishing routes and setting fares, the Cape Cod Regional Transit Authority is prohibited by statute from directly operating any mass transportation service. It, therefore, relies on contracting these services out to one or more private or non-profit public operators. Service schedules and fares are included in Appendix E.

- [Year-Round Fixed Route Service](#)
Presently, year-round fixed route services provided by the Authority, operated by MV Transportation, Inc. are; the Sealine/Hyannis to Woods Hole, the Barnstable Villager/Hyannis Transportation Center to Barnstable Village, the Bourne Run/Bourne to Mashpee, the Sandwich Line/Sandwich to Hyannis, the Hyannis Loop East and West/Hyannis transportation Center throughout Hyannis, and the H2O/Hyannis to Orleans.
 - [Flex Route](#)
The Flex Route is a hybrid fixed route. Passengers may call up to 2 hours in advance to schedule a deviation up to $\frac{3}{4}$ of a mile off the route. The current route originates in Harwich and terminates in Provincetown.
 - [Summer Shuttle Services](#)
Three summer shuttle services were provided as follows: in Hyannis the Main Street Trolley; in Falmouth, the WHOOSH Trolley; and in Provincetown, the Shuttle provided service between Provincetown and North Truro.
-



DART (Dial-A-Ride) System

Under a cost-reimbursement based contract with a privately-owned carrier, MV Transportation, Inc., demand-response paratransit service is provided in all member towns of the Authority to all Cape Cod residents and visitors. This service is by appointment only and trips must be scheduled in advance. Trips are available to the general public, with elderly and handicapped receiving priority.

Scheduling and dispatching of such services are performed at our Operations Center located at 40 American Way in South Dennis. Telephone reservations from passengers are received in advance and are processed for scheduling. An appropriate vehicle is dispatched to pick up and later to return the passenger. A two-way radio system is utilized for vehicle voice communication and a mobile data terminal for manifests and schedules.

The vehicles used in providing these services are owned by the Authority and all are equipped with wheelchair lifts. The vehicles are provided to the operators as part of the operating contract, which contain strict guidelines for the maintenance and care of the vehicles. The vehicles range from 10-12 passenger vans to 15-18 passenger mini-buses.

Boston Hospital Transportation

CCRTA provides medical transportation services Monday through Friday by reservation to all the major hospitals in Boston.

ADA Paratransit Service

The Cape Cod RTA paratransit service is provided by the CCRTA Dial-A-Ride transportation and contracted human service transportation providers.

CCRTA Programs

- [Accessible Transportation Program](#)

The Cape Cod RTA, in an effort to establish an accessible transportation van service on Cape Cod, for seniors, people with disabilities, veterans and anyone that is in need of assistance to and from their destination, applied for a New Freedom Grant to purchase seven accessible transportation mini vans. CCRTA has partnered with the Habilitation Assistance Corporation (Access Express) to provide these services, during periods in which CCRTA services are not available, or for trips in which private transportation is preferable. The Accessible Transportation Program is designed to provide accessible, efficient, reliable, safe, and affordable transportation options, which is provided with dignity and respect and in the least intrusive way possible to those in need of these specialized services.
 - [Mobility Assistance Program \(MAP\)](#)

The Cape Cod RTA currently has 17 MAP vehicles in the COA MAP vehicle program. Three COA's have received a second MAP vehicle to support their supportive day programs. These vehicles provide over 45,000 transportation trips per year.
 - [Vehicle Donation Program](#)

The Cape Cod RTA has a vehicle donation program that will donate a used Paratransit vehicle that has been replaced and is slated for auction to COA's, Cape towns and non-profits to be used in their transportation programs.
-

Human Service Transportation

The Cape Cod RTA is the Human Service Transportation Broker for Cape Cod and the Islands, and provides over 360,000 contracted human service transportation trips each year, connecting agency consumers to medical appointments, adult day health, home care services, workshops, day habilitation and early intervention programs. Costs are fully reimbursed by the funding agencies and CCRTA is paid a management fee to manage these services. No fares are charged to the rider. Contracts include:

- Department of Mental Health - The Authority provides transportation for eligible DMH clients to workshops and special day care centers five days per week.
- Department of Public Health - The Authority provides transportation to qualified preschool children, parent or guardians to the Early Intervention preschool day programs. This service is part of the Human Service Brokerage Program.
- Cape Cod Child Development Program - The Authority provides rides to elementary school children from school to after school day care programs.
- Visiting Nurse Association Adult Day Health Program - The Authority provides rides to qualified clients to special day health programs.
- MassHealth (Medicaid) - Service is provided for members to medical appointments. This service is part of the Human Service Brokerage Program.
- MassHealth Day Habilitation Services - Service is provided to eligible members to seven Day Habilitation Programs across the Cape. This service is part of the Human Service Brokerage Program.
- Department of Developmental Services - Service is provided to eligible DDS consumers to Day Workshop programs on Cape Cod. This service is part of the Human Service Brokerage Program.
- Massachusetts Rehabilitation Commission - Service is provided to eligible consumers to work and training programs across the Cape. This service is part of the Human Service Brokerage Program.
- Elder Services of Cape Cod - Transportation Service is provided to eligible seniors in the Home Care program.
- Healthy Living of Cape Cod - Transportation services to programs offered by Healthy Living of Cape Cod. All consumers of Elder Services' Home Care and Protective Services Programs are eligible.

Major Initiatives

- Transit Oriented Development - CCRTA's comprehensive approach to Transit Oriented Development at the Hyannis Transportation Center (HTC) includes the proposed strategically related development of senior housing, college housing and medical services, all co-located with a full service Registry of Motor Vehicles, currently under discussion with key stakeholders from the State, the Town of Barnstable, and the Cape Cod Commission. As envisioned, this development would provide a self-contained community-like enclave with on-site or close proximity access to essential goods and services, all supported by a centrally located comprehensive and affordable public bus transportation system with access to and from all 15 Cape Cod Towns.
 - **RMV Full Service Registry:** The development of a full service Registry of Motor Vehicles building addition to the Hyannis Transportation Center (HTC), provides an extraordinary economic and customer service opportunity for the region and for the residents and visitors of the Cape.
-

- The Town of Barnstable is the hub of Cape Cod and the central location of a full service registry at the HTC is supported by fixed route bus service to and from all 15 Cape Cod Towns.
 - This change would represent a significant improvement over the RMV's current location on Route 28 in Yarmouth, which experiences significant traffic congestion and is served directly by only one fixed route bus line (i.e. H2O bus line).
 - There is substantial economic benefit derived from placing a full service registry within close proximity to the vibrant year-round Hyannis downtown district and waterfront, with many restaurants, gift shops, clothing stores, hardware stores, tourist attractions, and other activities, all of which can be easily accessed by walking, bicycling, or using the comprehensive fixed route bus service or summertime shuttle service from the proposed registry site.
 - This plan produces numerous cost reductions and efficiencies gained by co-locating the CCRTA with an RMV full service center due to eliminated leasing costs of approximately \$130,000 annually and further "building and grounds sharing" cost reductions for electricity, heating, cleaning, maintenance, snow removal, security, and other building related costs.
 - The co-location of a full service registry, connected to the Hyannis Transportation Center, is a critical component of the more long-range Transit Oriented Development (TOD) plan, which includes senior and college housing and medical services. All of these development efforts will transform a singular use transportation hub into a diverse multimodal center with significant economic benefits to the Cape and to the Commonwealth overall.
 - **Solar Project:** CCRTA is in the process of moving and expanding its bus bays and adding solar at no cost to the Authority. Under this arrangement, the solar vendor pays for all related cost, including: engineering, materials, and installation, with additional energy savings cost expected.
 - This project includes an increase in the total number of bus bays from 12 to 18, which represent a 50% increase.
 - The construction costs for the movement of the CCRTA bus bays and lot changes to accommodate RMV customer parking will be shouldered by a private solar company, who will be adding solar panels to the bus bay structure.
 - The addition of solar panels is also expected to reduce CCRTA and RMV electricity costs over time.
 - **Senior Initiative** - In close coordination and collaboration with key providers of senior services, CCRTA has undertaken a major effort to assess and determined what transportation related strategies can be employed to support the multi-faceted needs of the Cape's ever growing senior population. The median age in Barnstable County is considerably higher than all other counties in the Commonwealth and indeed, greater than all counties on the east coast, with the exception of a few in the state of Florida. In recognition of these daunting senior transportation challenges, the CCRTA enhanced its already close relationship with the Cape's Councils on Aging to strategize, formulate and implement solutions that improve senior access to transportation. CCRTA staff completed one-on-one meetings with 13 of the 15 COA Directors on the Cape, in which valuable information was garnered relative to the great services the COA's in each town provide for their seniors, and what type of obstacles they may be facing in regard to transportation. Out of this collaboration, 8 key actions to improve senior
-

mobility were identified and officially announced at a Senior Transportation meeting on June 20, 2017, all of which are in the process of being implemented.

- **Additional TRANSPORTATION SUPPORTS FOR SENIORS**
 - ✓ SENIOR “FREE FARE WEDNESDAYS” THROUGH DECEMBER 31ST
 - ✓ \$40,000 In New COA Funding To Increase Transportation for Seniors
 - ✓ Senior Friendly Accessible Vans Provided to COAs @ No Cost
 - ✓ Additional Loaner Vehicles Provided to COAs For Added Senior Needs
 - **IMPROVED SENIOR TRAVEL SAFETY**
 - ✓ Travel Training Geared Towards Unique Senior Transportation Needs
 - ✓ No-Cost COA Driver Safety and Senior Transportation Support Classes
 - **BETTER COMMUNICATION AND COLLABORATION**
 - ✓ Ongoing Efforts To Continually Improve Senior Transportation Options
 - ✓ CapeCODRTA.org: Direct Access to Senior Transportation Information
 - **Additional Federal Funding through Ferry Service Transportation Reporting** - In August of 2015, the CCRTA undertook a major initiative to identify new and/or enhanced categories of transportation reporting to the Federal Transit Administration (FTA) National Transit Database (NTD) that would result in increased federal funding. It was at this time that the CCRTA identified, through its research and fact finding efforts, that there was potential to increase federal funding through the reporting of ferry service transportation data to NTD. This particular effort was extremely challenging at the outset and throughout as we worked hard to convince our transportation partners that the endeavor would ultimately be worthwhile. Several meetings, phone calls and email communications took place with FTA and NTD in order to secure approval to report ferry service and related shuttle service data to NTD. Based on this acceptance, the CCRTA entered into a collaborative effort with the Steamship Authority to capture and report their ferry and shuttle service miles and passenger numbers to NTD. The CCRTA was officially informed in July of 2017 that the collaborative initiative between the CCRTA and the Steamship Authority to report ferry service and related shuttle service transportation data resulted in an increase of \$3.24 million in federal funding. This is a particularly exciting development as RTA’s across the state are cutting service and raising fares while we continue to think outside the box, aggressively work to create efficiencies throughout our system and improve public transportation across our region. The CCRTA has preliminarily identified and prioritized targeted areas of increased spending that enhance the overall delivery of transportation services that will be presented at the next Advisory Board meeting for Board Vote.
 - **Revamped Procurement Method for Vehicle Bulk Fuel Purchase** - In the past, the standard CCRTA procurement method for the purchase of bulk fuel for vehicles was based on vendors bidding on a 12 month future fuel price contract. Built into the fuel bids received was an added cost by the vendor for any unanticipated risks associated with increases in fuel costs. In a market of lower trending fuel prices coupled with the vendor fixed price contract that included a price risk add-on, the CCRTA found itself in a position of overpaying for its fuel. After a thorough evaluation of various types of fuel bid contracts, the CCRTA opted to purchase its fuel through an Indexed Priced Contract, which is based on the market pricing for the tanker cost of fuel delivered to the port of Boston, plus a small delivery charge. In comparison to the previous fuel purchase arrangement, CCRTA is saving well over one dollar per gallon and annual fuel consumption exceeding 420,000 gallons each fiscal year equates to a substantial overall cost reduction.
 - **Bus Overhaul & Refurbishment Program Saves \$3.48 Million Over 2-Years** - The CCRTA developed and instituted a bus overhaul and refurbishment program that doubles the life expectancy of their large passenger fleet buses (better known as “Gillig” buses) at less than half the cost of a new bus purchase, saving an estimated \$3.48 million over 2-years. This bus overhaul program was developed after a thorough cost-benefit analysis clearly demonstrated that it was far more cost effective and beneficial
-

to overhaul and refurbish its Gillig bus fleet than to purchase new buses. Under current operations, the CCRTA utilizes 26 Gillig buses in the provision of its transportation services. A fully equipped, new Gillig bus costs approximately \$520,000 and is expected to provide 500,000 miles of relatively trouble-free service. The mid-life overhaul and refurbishment of each Gillig bus is performed at approximately the 500,000 mile mark at a cost of roughly \$230,000, which effectively doubles the lifespan and expected mileage for each bus. This equates to a savings of approximately \$290,000 for each bus that is overhauled and refurbished as compared to the purchase of a new Gillig bus.

- 12 Passenger Buses Added to the CCRTA Fleet - A number of CCRTA's 16 to 20 passenger buses (mostly used for DART) are reaching the end of their useful life. Under the Mobility Assistance Program, the State will be replacing up to eighteen of these vehicles before the end of FY17 at no cost to the CCRTA. For a large share of the demand response transportation services provided by the CCRTA, a 12 passenger bus is the "right-sized" vehicle to provide these services given the number of customers being transported at any given time. The 12 passenger bus consumes less fuel, has reduced maintenance and insurance cost, and can more easily navigate the smaller streets and roadways on the Cape. Operation of the present fleet of CCRTA 16 to 20 passenger buses requires that the bus drivers possess a Massachusetts Commercial Driver's License (CDL). Even with in-house CDL training and outreach programs, CCRTA's Operator has found it impossible to consistently maintain adequate CDL bus driver staffing levels. As a result of this staffing shortage, existing bus drivers must work longer hours in order to ensure that the required level of CCRTA transportation service is provided. Additionally, the shortage of bus driver staffing leads to overtime payroll costs, which is particularly acute in the peak transportation summer months. Although the CCRTA and its Operator will continue to adhere to the same rigorous background checks and testing to hire all bus drivers, the removal of the CDL requirement will create a much greater pool of qualified bus drivers and will effectively eliminate the bus driver staffing shortage.
 - Travel Training Program - The Cape Cod Regional Transit Authority implemented a Travel Training Program that concentrates on educating individuals in all age groups and walks of life on the wide array of public transportation options available throughout the 15 Towns and 400 square mile expanse making up Cape Cod. The major thrust of the Travel Training Program focuses on meeting with various constituency groups to provide an overview of the entire Cape Cod public transportation system; handout transportation materials; demonstrate the use of public transportation with actual vehicles and drivers; and follow-up with interested customers to address any questions or concerns. A particular emphasis is placed on the use of the CCRTA Fixed Route bus system, with expected environmental benefits and budget savings in those cases where customers shift away from a less environmentally friendly and more expensive form of transportation, to the use of the Fixed Route bus system.
 - CapeFLYER Summer Passenger Train Service to Cape Cod - In an effort to further enhance our multi-modal collaboration, reduce traffic congestion, improve air quality, etc., the CCRTA has partnered with MassDOT and the MBTA to provide a Summer Passenger Train Service to Cape Cod. The service called the CapeFLYER runs from Memorial Day weekend through Labor Day on Fridays, Saturdays, and Sundays from South Station in Boston to the Hyannis Transportation Center with several stops in between and includes a café car and bike coach. The CapeFLYER has reduced traffic congestion to the Cape on weekends and has boosted tourism. The CapeFLYER is well supported by the local chambers of Commerce, businesses and residents. It has been a huge success and has won awards; the Trail Blazer Award that was presented at the Harvard Club to our Administrator Tom Cahir and the Harding Award
-

that was presented by the Bourne Businessman Association. It has received a lot of attention in the press with numerous articles, editorials and TV coverage including the London Times, Channel 5 Chronicle, Boston Globe, Cape Cod Times and many others.

Facilities

- Hyannis Transportation Center - The Authority operates the Hyannis Transportation Center, which includes a public waiting area for local, regional and intercity bus service, local shuttles and the CapeFLYER. The Center includes the Administrative offices of the CCRTA, a public meeting room and long and short-term parking.
- Operations & Maintenance Center - This state-of-the-art facility located in South Dennis houses nearly all fixed route buses and much of the paratransit fleet, providing enhanced operational and preventive maintenance control of the fleet. The facility is divided between two distinct functions: administrative/ dispatch operations and vehicle maintenance with a modern, fully automatic bus wash lane separating the two areas.

Town Assessment

The fiscal year for the CCRTA runs from July 1st to the following June 30th. At the conclusion of each fiscal year, the CCRTA is audited by a CPA firm and a final audit is issued in the early fall. The audit contains the calculated net cost of CCRTA services to member Towns for the preceding fiscal year and is used as a basis to update the Cherry Sheet local assessments and the CCRTA budget for the upcoming fiscal year. Over the last several fiscal years the net cost of services has been limited to an annual increase of 2 ½%.

The Advisory Board

The Cape Cod Regional Transit Authority Advisory Board was established pursuant to Massachusetts General Law (MGL), Chapter 161B Section 5. The Advisory Board Membership is comprised of 15 Town Managers (or their designee) representing the Cape Cod Towns of: Barnstable, Bourne, Brewster, Chatham, Dennis, Eastham, Falmouth, Harwich, Mashpee, Orleans, Provincetown, Sandwich, Truro, Wellfleet and Yarmouth. The Statute further specifies the appointment of one member of the “Disabled Commuter” population and one member of the “Rider Community” population. Each Town has one vote on the Advisory Board plus additional votes and fractions thereof determined by a statutory formula defined under Section 5. The “Disabled Commuter” population and “Rider Community” population appointments each have one vote as Advisory Board Members. Pursuant to Chapter 161B, Section 6, By-Laws were established to further articulate the powers of the Cape Cod Regional Transit Authority Advisory Board and its officers. The Advisory Board acts by a majority vote of its members.

The Cape Cod Regional Transit Authority Advisory Board has three primary statutory responsibilities:

- The approval of any change in ridership fares;
- The approval of substantial changes in mass transportation service within the area of the Authority; and
- The review and approval of the CCRTA annual budget. (The CCRTA fiscal year 2017 budget, approved by the Advisory Board on April 20, 2016, is available.)

In addition to its statutory responsibilities, the Advisory Board Members provide invaluable insight and suggestions to the CCRTA on a number of important transportation fronts impacting the Cape Cod region.

Advisory Board Executive Committee

The Advisory Board By-Laws provides for the establishment of an Executive Committee comprised of the Chairman, Vice Chairman, Clerk, and such other members of the Advisory Board as are from time to time elected by the Advisory Board. The Executive Committee shall have the power to act on all matters requiring prompt action between Advisory Board meetings, except as otherwise provided in MGL Chapter 161B. The Executive Committee convenes on a regular basis to hear reports of the Administrator and to act on various RTA matters within their jurisdiction. All actions of the Executive Committee are reported to the full Advisory Board at its next regularly scheduled Board meeting. In addition, the Executive Committee recommends the annual goals of the Authority to the Advisory Board that may include budget, ridership, personnel, fare and service. The present members of the Executive Committee are as follows:

- Thomas Guerino, Chairman of CCRTA Board, Town Administrator of Bourne
- Robert C. Lawton, Jr., Vice Chairman of CCRTA Board, Yarmouth Town Administrator (Retired)
- George Dunham, Clerk of CCRTA Board, Sandwich Town Manager
- Mark Ells, Barnstable Town Manager

Advisory Board Standing Committees

In addition to the Executive Committee, other Advisory Board Standing Committees include the following: Audit and Finance, Executive, Rail and Fare and Service. Each Committee consists of three members selected from the Advisory Board membership. Report updates from members of the Standing Committees are presented to the full Advisory Board at the regularly scheduled Board meetings.



Advisory Board Meetings

The Advisory Board meets approximately four to six times each year to review CCRTA's operations, priorities, budget and accomplishments as well as to discuss transportation issues impacting the Cape Cod Region. Generally, Advisory Board meetings are held at 9 a.m. on the third Wednesday of the scheduled month at the Hyannis Transportation Center Conference Room, 215 Iyannough Road, Hyannis. Representatives to the Board receive e-mailings approximately one week prior to a meeting, which contain the agenda, minutes of the previous meeting, administrator's report, and other documents to be reviewed in preparation for the meeting. In accordance with the open meeting law, public notice is provided in advance of the Advisory Board meeting and the date, time and agenda for the meeting is posted on the CCRTA website. Minutes of the Advisory Board meetings can be found on the CCRTA website once they have been approved by the Advisory Board.

Questions about any aspect of RTA operations and services should be directed to:

Thomas S. Cahir, Administrator
(508) 775-8504 ext. 224
tcahir@capecodrta.org



Appendix A

Advisory Board Members

BARNSTABLE	Mark Ells - Town Manager
BOURNE	Thomas Guerino, Chairman & Town Administrator
BREWSTER	Roy Jones - Fire Chief (Retired)
CHATHAM	Jill Goldsmith - Town Manager
DENNIS	Brenda Vasquez - Council on Aging Director
EASTHAM	David Schropfer - Barnstable County Human Rights Commission
FALMOUTH	Susan Moran - Chairman of the Falmouth Selectman
HARWICH	Bob Cafarelli - Town Engineer
MASHPEE	John Cahalane - Chairman of the Board of Selectmen
ORLEANS	Frank Nichols - DPW Operations Manager
PROVINCETWON	David Panagore - Town Manager
SANDWICH	George Dunham - Town Manager
TRURO	Rae Ann Palmer - Town Administrator
WELLFLEET	Suzanne Grout Thomas - Director Council on Aging
YARMOUTH	Robert Lawton, Jr. - Vice Chairman & Town Administrator (Retired)
DISABLED COMMUNITY REPRESENTATIVE	Dorothy Voelker - Disability Commission



Appendix B

Committees of the Advisory Board

Executive Committee

Thomas M. Guerino, Town Administrator
Bourne Town Hall
24 Perry Avenue
Buzzards Bay, MA 02532
508-759-0600
TGuerino@townofbourne.com

Mark Ells, Town Manager
Barnstable Town Hall
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Robert C. Lawton, Jr.
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George H. Dunham, Town Administrator
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Audit and Finance

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George H. Dunham, Town Administrator
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Sandwich, MA 02563
508-888-5144
gdunham@townofsandwich.net

Fare and Service

Roy Jones
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Brewster, MA 02631
508-896-7018
jeryjones3@aol.com

Rail

Jill R. Goldsmith, Chatham Town Manager
Chatham Town Hall
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Dave Schropfer
Barnstable County Human Rights
Commission
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Appendix C

CCRTA Weighted Vote Allocation By Town - 161b, section 5 - FY2018

TOWN	TOTAL VOTES	PERCENTAGE BY TOWN
BARNSTABLE	7.97	20.18%
BOURNE	2.12	5.36%
BREWSTER	1.62	4.10%
CHATHAM	1.21	3.06%
DENNIS	2.24	5.67%
EASTHAM	1.62	4.09%
FALMOUTH	3.21	8.12%
HARWICH	2.24	5.66%
MASHPEE	2.26	5.71%
ORLEANS	2.03	5.13%
PROVINCETOWN	2.23	5.66%
SANDWICH	2.67	6.76%
TRURO	1.62	4.10%
WELLFLEET	1.62	4.10%
YARMOUTH	2.85	7.23%
SUB-TOTAL	37.50	94.94%
DISABLED COMMUTER REP.	1.00	2.53%
RIDER COMMUNITY REP.	1.00	2.53%
TOTAL	39.50	100.00%



Appendix D

CCRTA Local Assessment by Town - FY2017 & FY2018

Town	FY 17 Assessment	FY 18 Assessment
Barnstable	\$551,118	\$564,896
Bourne	\$88,429	\$90,640
Brewster	\$48,830	\$50,051
Chatham	\$16,558	\$16,972
Dennis	\$97,953	\$100,402
Eastham	\$48,787	\$50,007
Falmouth	\$174,631	\$178,997
Harwich	\$97,831	\$100,277
Mashpee	\$99,280	\$101,762
Orleans	\$81,157	\$83,186
Provincetown	\$97,611	\$100,051
Sandwich	\$132,182	\$135,486
Truro	\$48,819	\$50,039
Wellfleet	\$48,912	\$50,135
Yarmouth	\$146,586	\$150,250
Total	\$1,778,684	\$1,823,151



Provincetown Select Board
AGENDA ACTION REQUEST

Monday, December 10, 2018

4B

PROVINCETOWN 400 PRESENTATION

Provincetown 400 Task Force

Requested by: PMPM Executive Director K. David Weidner

Action Sought: Discussion

Proposed Motion(s)

Discussion dependent. Votes may be taken.

Additional Information

- Please see attached documents

Board Action

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>



Media Contact:

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amurphy@oneilandassoc.com

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mobile: 617-515-4060

Media Advisory

Provincetown 400 Task Force Officially Launches Countdown to 2020

WHAT: The Provincetown 400 Task Force will officially launch the countdown to the 2020 commemoration at a press conference at the Pilgrim Monument and Provincetown Museum (PMPM) on Monday, December 10, 2018 at 11:00am. The press conference will feature information about Provincetown 400 signature events, volunteer opportunities and will unveil the updated Provincetown 400 Website. The Provincetown 400 Task Force is under the leadership of the PMPM and includes members of the community who have been meeting regularly since 2018 to guide the town's commemoration activities in recognition of the 400th anniversary of the arrival of the Mayflower Pilgrims and their interactions with the Wampanoag nation. The word commemoration is used regarding the quadricentennial to recognize the importance of the relationship between the colonists and the Wampanoag nation.

WHO:

Betsi Corea, Vice President, PMPM Board of Trustees

Dr. K. David Weidner, Ex. Dir., PMPM and Co-Chair, Provincetown 400 Task Force

Lori Meads, Co-Chair, Provincetown 400 Task Force

Steven Peters, Wampanoag nation representative, Ptown 400 Task Force

Richard Pickering, Deputy Executive Director, Plimoth Plantation

Susan Belekewicz, Executive Director, General Society of Mayflower Descendants

WHEN: Monday, December 10, 2018

11:00am

WHERE: Pilgrim Monument and Provincetown Museum
1 High Pole Hill Road
Provincetown, MA

About the Pilgrim Monument and Provincetown Museum

Dedicated in 1910, the Monument commemorates the first landing of the *Mayflower* Pilgrims in Provincetown in 1620. Here they signed the historic Mayflower Compact, the first agreement to establish a government by the people in the 'new world;' which became the cornerstone of American democracy. They explored the Cape for five weeks before sailing on to Plymouth. At 252 feet, the Monument is an engineering marvel and the tallest granite tower in the United States. Visitors can climb the Monument's 116 steps and 60 ramps at a leisurely pace and enjoy a breathtaking view of the entire Cape and visit our webcam for a live ["View from the Top."](#) The Provincetown Museum at the base of the Monument presents engaging exhibitions of important chapters in our national heritage and the Town's history and oversees Provincetown 400, the committee developing the commemorations for 2020, the 400th anniversary of the *Mayflower* voyage and landing in Provincetown. Pilgrim Monument and Provincetown Museum is a non-profit educational, tax-exempt 501(c)(3) organization. For more information please visit pilgrim-monument.org.

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Provincetown 400 Task Force Members

John Jay Wooldridge

Trustee & Chair External Affairs
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Rex McKinsey

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Steven Peters

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Christine McCarthy

Executive Director
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Representative Sarah Peake (Ex-Officio)

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Provincetown Select Board
AGENDA ACTION REQUEST
Monday, December 10, 2018

5A

SELECT BOARD APPOINTMENT

None

Requested by: Town Clerk Darlene Van Alstyne

Action Sought: No Action

Proposed Motion(s)

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>



Provincetown Select Board
AGENDA ACTION REQUEST
Monday, December 10, 2018

6A

FY18-FY19 CIP Introduction

Requested by: Town Manager David B. Panagore

Action Sought: Discussion/Approval

Proposed Motion(s)

The Select Board provides the following guidance to the Town Manager regarding the Capital Improvement Plan...

Additional Information

See attached materials

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

MEMO

Date: December 3, 2018
To: Board of Selectmen
From: David Panagore, Town Manager
Re: 5 Year CIP Plan – Draft

The pages that follow contain a first draft of the FY 2020 Capital Improvement Program (CIP); staff is looking for Select Board recommendations before submission of CIP and funding plan on January 8th.

This plan reflects continued progress on the CIP program and Town goals. Keeping in mind that capital items are not for ongoing operational items. Challenges are presented when expenses mount and we strive to maintain and not degrade equipment or infrastructure. Select Board Financial Policy states that the following parameters be applied when determining whether a purchase or major repairs should be included in the Capital Improvement Program:

- Any single capital item costing \$25,000 or more or twice this threshold (\$50,000) for a capital project consisting of multiple line items costing less than \$25,000 each shall be included in the CIP.
- Any capital item funded from a fund other than the general fund, such as the parking fund, shall also be included in the CIP.
- The capital item should have a useful life of five years or longer.
- Capital projects shall be undertaken in order to satisfy documented needs or demands of the Town.
- Capital improvement projects shall meet one or more of the following criteria:
 - Ensure compliance with state or federal law or an administrative regulation or decree.
 - Enhance protection of public health and safety.
 - Reduce and/or stabilize operating budget costs.
 - Prolong the functional life of a capital asset of the Town by more than 10 years.
 - Enhance the town's tax base.

Page one is a summary of all programs by fiscal year.

Pages two through 92 provides the description and related information for each project listed.

The capital projects identified by the Town departments in this year's CIP process represent a total of \$8,789,431 in requests for FY 2020, and a combined total of 44 projects over five years for a total of \$30,414,431. Of the \$8.7 million in FY 2020 projects, \$6.8 million represents General Governmental projects while \$1.9 million are for projects in the Water Enterprise Fund. Of the 5 year total \$30 million, approximately \$26 million is for General Governmental projects and \$4.4 million represents projects in the Water Enterprise Fund.

A proposed funding source for each project will be identified when the CIP is submitted in January. The Town has several funding sources to finance its capital program; the Capital Stabilization Fund which is used to finance general governmental capital, free cash, each enterprise fund and borrowing. A majority of the Enterprise Fund

capital improvements are financed by the respective enterprise fund operation through a combination of user fees and grant funding. The town also seeks out grant funding for the general governmental capital program. Part of the annual Capital Improvements Program process is to review the status of all previously approved projects. If a project has been completed and funds remain in the appropriation, the remaining funds will be used as a funding source for the current year's capital program. This process will take place closer to when the town meeting warrant is prepared.

As you review the attached CIP plan, please consider the following:

- New for the FY 2020 CIP plan, items identified as emergency management/hazard mitigation are identified in a new column as EM.
- Item 37 reflects the current estimate of the police station; this is just an estimate; the actual amount that would potentially be brought forward at Town Meeting will be based on bid prices.

The CIP is a realistic multi-year plan of capital spending, based on estimated revenues and other financial sources, which may be anticipated over the five-year term of the plan. All capital projects are evaluated in terms of their estimated impact on the annual operating budget.

TOWN OF PROVINCETOWN FY2020 CIP FIVE YEAR PLAN

	Dept	EM*	Project	FY 2020	FY 2021	FY 2022	FY 2023	FY2024	5 year Cost
1	Airport		Airport New Fence Phase I & II	0	0	90,000	80,000	0	170,000
2	Airport		<i>New Terminal Building</i>	0	0	0	0	125,000	125,000
3	COA		<i>Transport Van</i>	35,000	0	0	0	0	35,000
4	FIR		<i>Turnout Gear and Washer Dryer</i>	0	205,000	0	0	0	205,000
5	FIR	EM	<i>Main Station Generator Replacement</i>	125,000	0	0	0	0	125,000
6	FIR		<i>Replace Chief's Vehicle</i>	0	0	65,000	0	0	65,000
7	FIR		<i>Replace Engine 5</i>	550,000	0	0	0	0	550,000
8	FIR		<i>Replace Ambulance 196</i>	0	275,000	0	0	0	275,000
9	FIR		<i>Replace 3 Life Pac 15(s)</i>	0	120,000	0	0	0	120,000
10	FIR		<i>Replace Ambulance 197</i>	0	0	0	275,000	0	275,000
11	FIR		<i>Replace Engine 1</i>	0	0	550,000	0	0	550,000
12	FIR		<i>Replace Engine 3</i>	0	0	0	0	600,000	600,000
13	Pier		<i>Pier Infrastructure Maintenance</i>	200,000	200,000	200,000	0	0	600,000
14	Marine	EM	<i>Shoreline Protection Projects**</i>	50,000	50,000	50,000	50,000	50,000	250,000
15	PAR		<i>Upgrade to Days Parking Lot</i>	0	100,000	0	0	0	100,000
16	PAR		<i>Upgrade to AIMS Software</i>	0	60,000	0	0	0	60,000
17	PAR		<i>Repaving of MPL and drain upgrades</i>	0	0	175,000	0	0	175,000
18	PAR		<i>Parking Lot Camera Surveillance</i>	0	0	0	50,000	0	50,000
19	PAR		<i>Grace Hall lighting upgrade</i>	0	0	0	0	50,000	50,000
20	POL		<i>Police Vehicle Fleet Replacement</i>	169,431	90,000	90,000	90,000	90,000	529,431
21	DPW	EM	<i>Generator Library and Fire Station 4</i>	145,000	0	0	0	0	145,000
22	DPW		<i>Vehicle Fleet Replacement</i>	110,000	195,000	350,000	200,000	65,000	920,000
23	DPW		<i>Stormwater</i>	100,000	100,000	100,000	100,000	100,000	500,000
24	DPW		<i>Pavement Management Plan</i>	0	250,000	250,000	250,000	250,000	1,000,000
25	DPW		<i>Streets, Sidewalks & Bike Paths</i>	60,000	50,000	50,000	50,000	50,000	260,000
26	DPW		<i>Building Maintenance Plan</i>	395,000	350,000	250,000	0	0	995,000
27	DPW		<i>Commercial Street Reconstruction**</i>	0	800,000	0	0	0	800,000
28	DPW		<i>Public Works Facility</i>	0	1,000,000	0	300,000	4,000,000	5,300,000
29	DPW		<i>Shank Painter Road Reconstruction**</i>	320,000	0	0	3,500,000	0	3,820,000
30	DPW	EM	<i>Ryder St Outfall Stormwater Project</i>	0	525,000	0	0	0	525,000
31	DPW		<i>Standish St Intersection Rehab</i>	0	500,000	0	0	0	500,000
32	DPW		<i>Court Street Drainage & Repair</i>	150,000	0	1,500,000	0	0	1,650,000
33	DPW		<i>Fuel Dispensary System</i>	50,000	0	0	0	0	50,000
34	DPW		<i>VFW Building Demolition</i>	90,000	0	0	0	0	90,000
35	DPW		<i>Town Owned Property Facilities Plan</i>	50,000	0	0	0	0	50,000
36	DPW		<i>Building HVAC Expansion Town Hall</i>	250,000	0	0	0	0	250,000
37	DPW		<i>Police Station Supplemental Funding</i>	4,000,000	0	0	0	0	4,000,000
38	DPW		<i>Town Hall Auditorium Chairs</i>		200,000	0	0	0	200,000
Total General Fund				\$6,849,431	\$5,070,000	\$3,720,000	\$4,945,000	\$5,380,000	25,964,431
39	Water		<i>Vehicle Fleet Replacement</i>	40,000	0	35,000	30,000	35,000	140,000
40	Water		<i>Knowles Crossing Building Renovation</i>	1,400,000	0	0	0	0	1,400,000
41	Water		<i>AC Water Main Replacement</i>	500,000	0	0	500,000	500,000	1,500,000
42	Water		<i>Wellfield Re-Development</i>	0	175,000	0	350,000	0	525,000
43	Water		<i>Shankpainter AC Water Main replace</i>	0	807,000	0	0	0	807,000
44	Water		<i>Filtration Plant Maint Module Replace</i>	0	78,000	0	0	0	78,000
Total Enterprise Funds				\$1,940,000	\$1,060,000	\$35,000	\$880,000	\$535,000	4,450,000
Totals				\$8,789,431	\$6,130,000	\$3,755,000	\$5,825,000	\$5,915,000	30,414,431

*EM indicates Emergency Management/Hazard Mitigation project

** Out years projected in full without grant consideration

Italic: New projects added this year



Town of Provincetown

Capital Project Request

Department: Airport

Date: 09/17/2018

Project Title: Install Perimeter Fence (Phase I), Environmental Mitigation (Phase IV)

Project Category: Infrastructure

Project Type: New

Basis for Estimate: Engineering Estimates

Department Priority: 5=Urgent

Priority Area: d.Improvement of infrastructure

Estimated Project Costs

FY 2020	_____
FY 2021	_____
FY 2022	<u>\$90,000.00</u>
FY 2023	_____
FY 2024	_____
Total	<u>\$90,000.00</u>

Project Description:

Install new perimeter fence on the south side of the Airport securing the area and enhancing Airport safety and protection.
 This is Phase I of the fencing project
 DEP Environmental Mitigation for Airport construction projects (Phase IV)
 This request is 5% of the total project cost.

Estimated Annual Budget Impact Amount:

Start Date: _____

Estimated Duration: _____

Estimated Annual Budget Impact:

None at this time

Project Benefits:

Enhance Airport Security and Protection
 Environmental Mitigation costs allow the Airport to do safety enhancements required by FAA

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Project costs will be covered by FAA 90%, MassDOT 5% and Town funding 5%, Grants pending
 Costs of the Fencing Project possibly could be funded FAA 90% and MassDOT 10%, Grants pending

Submitted by: Airport Commission

Dept. Head: Butch Lisneby



Town of Provincetown Capital Project Request

Department: **Airport**

Date: 09/17/2018

Project Title: Install Perimeter Fence (Phase II)

Project Category: Infrastructure

Project Type: New

Basis for Estimate: Engineering Estimates

Department Priority: 5=Urgent

Priority Area: d.Improvement of infrastructure

Estimated Project Costs

FY 2020	_____
FY 2021	_____
FY 2022	_____
FY 2023	\$80,000.00
FY 2024	_____
Total	\$80,000.00

Project Description:

Install new perimeter fence along the north side of the Airport securing the area and enhancing Airport safety and protection. This is Phase II of the fencing project and will complete the project. This request is 5% of the total project cost.

Estimated Annual Budget Impact Amount:

Start Date:

Estimated Duration:

Estimated Annual Budget Impact:

None at this time

Project Benefits:

Enhance Airport Security and Protection

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Project costs will be covered by FAA 90%, MassDOT 5%, and Town funding 5%, Grants pending
Project cost could possibly be funded FAA 90% and MassDOT 10%, Grants pending

Submitted by: **Airport Commission**

Dept. Head: **Butch Lisneby**



Town of Provincetown

Capital Project Request

Department: Airport

Date: 09/17/2018

Project Title: Terminal Building Design / Complete DRI Process / OPM Selection / SRE Building

Project Category: Building

Project Type: Reconstruction/Replacement

Basis for Estimate: Engineering Estimates

Department Priority: 5=Urgent

Priority Area: d.Improvement of infrastructure

Estimated Project Costs

FY 2020	_____
FY 2021	_____
FY 2022	_____
FY 2023	_____
FY 2024	<u>\$125,000.00</u>
Total	<u>\$125,000.00</u>

Project Description:

Finish design of new terminal building
 Complete Cape Cod Commission (CCC) DRI Process
 Select OPM for terminal construction
 Design and Construct SRE Building
 This request is 5% of the total project cost

Estimated Annual Budget Impact Amount:

Start Date: _____

Estimated Duration: _____

Estimated Annual Budget Impact:

None at this time

Project Benefits:

Reconstruct terminal building to provide needed space for passengers, transient aviators and operational needs. SRE Building is for airport equipment

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

This needed space is largely because of the space we lost due to TSA Screening Operational Space and the need for more Airport Operational Space.

Project costs will be covered by FAA 90%, MassDOT 5% and Town funding 5%. Grants pending.

Submitted by: Airport Commission

Dept. Head: Butch Lisneby



Town of Provincetown

Capital Project Request

Department: **COUNCIL ON AGING**

Date: 09/18/2018

Project Title: Senior Center Medical Transport Program Van

Project Category: Equipment-Vehicular

Project Type: New

Basis for Estimate: Calls to dealership; CC COA Survey

Department Priority: 4

Priority Area: b. Timely asset replacement to avoid future costs

Estimated Project Costs

FY 2020	\$35,000.00
FY 2021	\$0.00
FY 2022	\$0.00
FY 2023	\$0.00
FY 2024	\$0.00
Total	\$35,000.00

Project Description:

Purchase: Ford Transit Connect, 7-passenger van
 The COA has offered door-to-door transportation to residents 60+ years of age to medical appointments Cape-wide for almost two decades. This program is especially designed for people who require individual transport due to physical or cognitive limitations. Last year, we provided over 100 rides to 45 seniors. Gas, insurance and maintenance costs are covered by the Town. Until this year, on-call drivers' services were covered under a Title III grant through Elder Services. In anticipation of the end of the grant, the Department established a Gift Fund to cover driver and related expenses. We currently have a 6-passenger 2008 Toyota Sienna with 76,000 miles. Maintenance costs are increasing as it ages and we plan to replace it with a more accessible vehicle that is easier for passenger to embark/disembark and provides more internal space.
 The COA also leases (free) a wheelchair lift-equipped, 12-passenger bus that is used daily for scheduled group excursions (shopping, recreation, cultural outings) as well as medical appointments on regular trips to Hyannis. The new vehicle will also be used as a back-up for more popular events on our bus as well as for food deliveries and other special services.

Estimated Annual Budget Impact Amount:

\$35,000.00

Start Date:

07/01/2019

Estimated Duration:

10 years

Estimated Annual Budget Impact:

This is a one-time purchase to replace a vehicle. Gas, insurance and maintenance costs will not change, other than normal increases, and will continue to be covered by Town; drivers will be continued to be covered by COA Gift Fund. The program generates revenue through voluntary passenger donations.

Project Benefits:

Vehicle replacement would both sustain this unique, vital program and provide safer and more comfortable rides for passengers, thus fulfilling the COA mission of supporting older residents' independence and well-being.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Transportation is a critical need for older adults in Provincetown, given both our location and distance from many healthcare providers. In addition, public transportation options are limited for people with physical/cognitive challenges. This program offers an option for this gap in services. The Friends of the Provincetown Council on Aging are a possible supplemental funding source.

Submitted by: **Chris Hottle**

Dept. Head: **Chris Hottle**

Provincetown Fire Department Projected CIP

FY2020-

1) Replace Engine 195

This project is a timely replacement. Our replacement plan is 20 years for a commercial chassis pumper. Our reason is in keeping with NFPA guidelines that rural commercial chassis pumpers should be replaced every 20 years.

This will be a high priority to replace this 2000 Engine 5 Estimated cost: \$550,000

2) Building repair and generator Station 4

This project is a much needed building maintenance. Repairs to station 4 to include windows, siding, interior trim, exterior work and painting as needed.

Installing new generator, transfer switch and replace electrical panel to power building. The generator is needed to keep the heat on so that we do not have to relocate equipment when the power is out. Estimated cost: \$32,000.

3) Replace generator at main station

This project is an overdue replacement. The generator at the main station is 27 years old and repairmen have recently told us that it should be replaced. This is a high priority project. Estimated cost: \$125,000

FY2021-

1) Replace Ambulance 196

This project is a timely replacement. Our replacement plan for ambulances is every 10 years, the state recommends every 7, but we feel that we can get 10. This is a High Priority. Estimated cost: \$275,000

2) Life Pac Replacement

This is a timely replacement

Manufacture recommends replacement every 8 years. Life pacs were replaced in fiscal year 2013. This is a high priority. Estimated cost: \$120,000

3) Replace Chiefs vehicle

This project is a timely replacement. Our replacement plan for this vehicle is every 10 years, but due to the storm of 1/4/2018 the car was submerged in salt water, total loss by insurance co and bought back. \$33,000.00 in insurance money was paid to town. This is a High Priority. Estimated cost: \$65,000

4) Turn out Gear and Washing System

This is a life safety project. Purchasing 2nd set of turnout gear for all members and a Washer Extractor and dryer. With the high rate of cancer in the fire service, it has been recommended that all FF's have 2 sets of turnout gear, 1 to be use as 1 is being washed. Washer and dryer are specialized for FF gear. Estimated Cost: \$205,000.

FY2022-

1) Replace Engine 190

This project is a timely replacement. Our replacement plan is 20 years for a commercial chassis pumper. Our reason is in keeping with NFPA guidelines that rural commercial chassis pumpers should be replaced every 20 years. We will be replacing 190 with a custom fire pumper with a Compressed Air Foam System (CAF). CAF systems increase the amount of foam coverage by mixing before the nozzle making more foam with less water, so fire attack can be made quicker and more efficiently.

This will be a high priority to replace this 2002 engine 190. Estimated cost: \$550,000

FY2023-

1) Replace Ambulance 197

This project is a timely replacement. Our replacement plan for ambulances is every 10 years, the state recommends every 7, but we feel that we can get 10. This is a High Priority. Estimated cost: \$275000.

FY2024-

1) Replace Engine 193

This project is a timely replacement. Our replacement plan is 25 years for a custom chassis pumper. Our reason is in keeping with NFPA guidelines that rural custom chassis pumpers should be replaced every 25 years and due to the 1/4/18 storm, we have moved the timeline up. We will be replacing 193 with a custom fire pumper with a Compressed Air Foam System (CAF). CAF systems increase the amount of foam coverage by mixing before the nozzle making more foam with less water, so fire attack can be made quicker and more efficiently.

This will be a high priority replacement of a 2003 engine 193. Estimated cost: \$600,000

FY2025-

1) Air pack replacement

Replace 24 air packs that were purchased thru a grant in 2010. Per NFPA air packs should be replaced every 10 years and we are going 15 years.

Estimated Cost: \$168,000

FY2026

1) Replace Ambulance 198

This project is a timely replacement. Our replacement plan for ambulances is every 10 years, the state recommends every 7, but we feel that we can get 10. This is a High Priority. Estimated cost: \$275,000

FY2027

1) Replace Mechanical CPR machines.

Commonly known as a thumper, this a device that does chest compressions on a Patient that has no heartbeat. This device is a great asset in lifesaving especially with our long distance to the hospital. We would need to replace 3 to equip each ambulance. Chest Compression Systems are designed to help improve outcome of sudden cardiac arrest victims and improve operations for medical responders. Performing at least 100 compressions per minute with a depth of 2", it can be deployed quickly with minimal interruption to patient care. This is a high priority as this system allows access to patient without a responder manually doing chest compressions over patient and also frees up said responder to assist in other ways or to remain at station if needed for another call. Estimated cost: \$54,000.

FY2028

1) Air pack

This project is a timely replacement. In 2020, we replaced 24 air packs and we currently have 32 in service. We are currently using 8 – 10 year old air packs and per NFPA air packs should be replaced every 10 years. We would also be replacing face masks for most of the members as the masks are nearing replacement age. This is a high priority project. Estimated cost: \$65,000

FY2029

1) Replace Deputy Chiefs Vehicle

This project is a timely replacement. Known as car 2, it is shared between the 2 Deputies and is used by the Rescue Captain and Lieutenant. It is also set up as a second command post for large incidents and mass casualty incidents (MCI). Our replacement plan for this vehicle is every 10 years and this vehicle is a 2004. This is a High Priority. Estimated cost: \$75000

2) Life Pac Replacement

This is a timely replacement

Manufacture recommends replacement every 8 years. Life pacs were replaced in fiscal year 2021. This is a high priority. Estimated cost: \$120000

3) Replace 4 x 4 pickup

This is a timely replacement

A 4 wheel drive pickup with a high top cap on back gives us the ability to make rescues on the beach, as well as in the snow. A pickup also gives us a snow plow, a tow vehicle and a response vehicle for other type rescues that do not require sending an engine or ladder to the call. Estimated cost: \$60000

FY 2030

1) Replace Engine 194

This project is a timely replacement. Our replacement plan is 25 years for a custom chassis pumper. Our reason is in keeping with NFPA guidelines that rural custom chassis pumpers should be replaced every 25 years. We will be replacing 194 with a custom fire pumper with a Compressed Air Foam System (CAF). CAF systems increase the amount of foam coverage by mixing before the nozzle making more foam with less water, so fire attack can be made quicker and more efficiently.

This will be a high priority replacement of a 2004 engine 194. Estimated cost: \$600,000



Town of Provincetown

Capital Project Request

Department: Fire Department

Date: 08/14/2018

Project Title: Turnout gear and washer dryer

Project Category: Building

Project Type: New

Basis for Estimate: estimate and prior purchase

Department Priority: 5=Urgent

Priority Area: a.Imminent threat to safety of citizen/property

Estimated Project Costs

FY 2020	_____
FY 2021	\$205,000.00
FY 2022	_____
FY 2023	_____
FY 2024	_____
Total	\$205,000.00

Project Description:

This is a life safety project. Purchasing 2nd set of turnout gear for all members and a Turnout Gear Extractor/washer and Dryer. With the high rate of cancer in the fire service, it has been recommended that all FF's have 2 sets of turnout gear and all gear to be washed after every incident. Standard Washer and dryers are not used for this.

Estimated Annual Budget Impact Amount:

Start Date:

Estimated Duration:

Estimated Annual Budget Impact:

Project Benefits:

With the new legislature on cancer in the Fire Service, having a washing system and a 2nd set of gear, 1 clean and 1 waiting to be washed, will help in the prevention of cancer and other health issues.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

There is a possible grant coming through the state, we are waiting to hear. If not, the washer and dryer are eligible for a FEMA grant, if awarded. FEMA will not give a grant for 2ND set of gear at this time.

Submitted by: Michael S. Trovato, Chief Dept. Head: Michael S. Trovato



Town of Provincetown Capital Project Request

Department: Fire Department

Date: 08/14/2018

Project Title: Main Station Generator

Project Category: Building

Project Type: Reconstruction/Replacement

Basis for Estimate: Estimate

Department Priority: 5=Urgent

Priority Area: b. Timely asset replacement to avoid future costs

Estimated Project Costs

FY 2020	\$125,000.00
FY 2021	_____
FY 2022	_____
FY 2023	_____
FY 2024	_____
Total	\$125,000.00

Project Description:

This project is an overdue replacement. The generator at the main station is 27 years old and repairmen have recently told us that it should be replaced. We will be replacing with a 130 KW Diesel Generator in a Stainless Steel Housing, and a new transfer switch.

Estimated Annual Budget Impact Amount:

Start Date: _____

Estimated Duration: _____

Estimated Annual Budget Impact:

Empty box for budget impact details.

Project Benefits:

Lower cost with fewer repairs and more reliability. With the SS housing, the life expectancy should be longer.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Grants for generators in AFG are low priority and wont be funded. We can look at other sources.

Submitted by: Michael S. Trovato, Chief Dept. Head: Michael S. Trovato



Town of Provincetown

Capital Project Request

Department: **Fire Department**

Date: **08/14/2018**

Project Title: **Replace Chiefs Car**

Project Category: **Equipment-Vehicular**

Project Type: **Reconstruction/Replacement**

Basis for Estimate: **Estimated**

Department Priority: **5=Urgent**

Priority Area: **b. Timely asset replacement to avoid future costs**

Estimated Project Costs

FY 2020	_____
FY 2021	_____
FY 2022	<u>\$65,000.00</u>
FY 2023	_____
FY 2024	_____
Total	<u>\$65,000.00</u>

Project Description:

This project is a timely replacement. Our replacement plan for this 2015 vehicle is every 10 years, but due to the storm of 1/4/2018 the car was submerged in salt water, total loss by insurance co and bought back. \$33,000.00 in insurance money was paid to town. This is a High Priority. Estimated cost: \$65,000

Estimated Annual Budget Impact Amount:

Start Date:

Estimated Duration:

Estimated Annual Budget Impact:

Project Benefits:

By this time corrosion will be causing repairs and down time. Car 1 is essential to getting Chief to call quickly and for day to day operation of Fire Department

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

With the insurance and buying car back we put off this expense for 3 years at a saving for the town.

Submitted by: **Michael S. Trovato, Chief**

Dept. Head: **Michael S. Trovato**



Town of Provincetown Capital Project Request

Department: Fire Department

Date: 08/14/2018

Project Title: Replace Engine 5

Project Category: Equipment-Vehicular

Project Type: Reconstruction/Replacement

Basis for Estimate: quotes

Department Priority: 5=Urgent

Priority Area: b.Timely asset replacement to avoid future costs

Estimated Project Costs

FY 2020	\$550,000.00
FY 2021	
FY 2022	
FY 2023	
FY 2024	
Total	\$550,000.00

Project Description:

Our replacement plan is 20 years for a commercial chassis pumper. Our reason is in keeping with NFPA and OSHA guidelines that rural commercial chassis pumpers should be replaced every 20 years. This will be a high priority project. We have revised estimate after seeing cost rise as other Departments replace Engines. Estimated cost: \$550000

Estimated Annual Budget Impact Amount:

Start Date:

Estimated Duration:

Estimated Annual Budget Impact:

N/A

Project Benefits:

Replacement of this 2000 Engine would be in track to keep us up to date on new equipment and after 20 years break downs are more likely.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

This replacement is in keeping with NFPA and OSHA guidelines. Also we will continue looking at outside funding such as grants.

Submitted by: Michael S. Trovato, Chief

Dept. Head: Michael S. Trovato



Town of Provincetown

Capital Project Request

Department: **Fire Department**

Date: **08/14/2018**

Project Title: **Replace Ambulance 196**

Project Category: **Equipment-Vehicular**

Project Type: **Reconstruction/Replacement**

Basis for Estimate: **Estimated**

Department Priority: **5=Urgent**

Priority Area: **b. Timely asset replacement to avoid future costs**

Estimated Project Costs

FY 2020	_____
FY 2021	<u>\$275,000.00</u>
FY 2022	_____
FY 2023	_____
FY 2024	_____
Total	<u>\$275,000.00</u>

Project Description:

Replacement of Ambulance 196. This is a high priority replacement of a 2011 ambulance. Our replacement plan for ambulances is every 10 years, the state recommends every 7. Cost estimate was from talking to other Chief officers from other Fire Departments.

Estimated Annual Budget Impact Amount:

Start Date: _____

Estimated Duration: _____

Estimated Annual Budget Impact:

N/A

Project Benefits:

Replacing 196 now would eliminate future costly repairs and downtime. Our replacement plan for ambulances is every 10 years, the state recommends every 7, but we feel that we can get 10. We estimate that 196 will have around 200000 miles on it at that time.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

This is a timely replacement of a vehicle keeping in our replacement program of 10 years for this vehicle. This vehicle is an important piece for our department as it is a first response vehicle not only to us but to mutual aid situations.

Submitted by: **Michael S. Trovato, Chief** Dept. Head: **Michael S. Trovato**



Town of Provincetown Capital Project Request

Department: **Fire Department**

Date: **08/14/2018**

Project Title: **Life Pac Replacement**

Project Category: **Equipment-Other**

Project Type: **Reconstruction/Replacement**

Basis for Estimate: **Estimated**

Department Priority: **5=Urgent**

Priority Area: **b. Timely asset replacement to avoid future costs**

Estimated Project Costs

FY 2020	_____
FY 2021	<u>\$120,000.00</u>
FY 2022	_____
FY 2023	_____
FY 2024	_____
Total	<u>\$120,000.00</u>

Project Description:

Replace (3) Life Pacs15(s) with newest model. Life pacs are heart monitors/defibrillator that are used on most calls and are 1 of the most essential pieces of equipment for life saving. They are a most at a cardiac event.

Estimated Annual Budget Impact Amount:

Start Date:

Estimated Duration:

Estimated Annual Budget Impact:

Project Benefits:

These machine are used at almost all calls and when they breakdown, it puts the ambulance out of service. These units are not only used in the ambulance, they are used in the homes, on the side of the road, Etc.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Manufacture recommends replacement every 8 years. Life pacs were replaced in fiscal year 2013. With the constant use, 8 years is a long life for a vital piece of equipment used in a very harsh environment

Submitted by: **Michael S. Trovato, Chief**

Dept. Head: **Michael S. Trovato**



Town of Provincetown

Capital Project Request

Department: Fire Department

Date: 08/14/2018

Project Title: Replace Ambulance 197
Project Category: Equipment-Vehicular
Basis for Estimate: Estimated
Priority Area: b. Timely asset replacement to avoid future costs

Project Type: Reconstruction/Replacement
Department Priority: 5=Urgent

Estimated Project Costs

FY 2020	_____
FY 2021	_____
FY 2022	_____
FY 2023	<u>\$275,000.00</u>
FY 2024	_____
Total	<u>\$275,000.00</u>

Project Description:

Replacement of Ambulance 197. This is a high priority replacement of a 2013 ambulance. Our replacement plan for ambulances is every 10 years, the state recommends every 7. Cost estimate was from talking to other Chief officers from other Fire Departments.

Estimated Annual Budget Impact Amount:

Start Date:

Estimated Duration:

Estimated Annual Budget Impact:

N/A

Project Benefits:

Replacing 197 now would eliminate future costly repairs and downtime. Our replacement plan for ambulances is every 10 years, the state recommends every 7, but we feel that we can get 10. We estimate that 197 will have around 200000 miles on it at that time.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

This is a timely replacement of a vehicle keeping in our replacement program of 10 years for this vehicle. This vehicle is an important piece for our department as it is a first response vehicle not only to us but to mutual aid situations.

Submitted by: Michael S. Trovato, Chief Dept. Head: Michael S. Trovato



Town of Provincetown

Capital Project Request

Department: Fire Department

Date: 08/14/2018

Project Title: Replace Engine 1

Project Category: Equipment-Vehicular

Project Type: Reconstruction/Replacement

Basis for Estimate: Estimated

Department Priority: 5=Urgent

Priority Area: b.Timely asset replacement to avoid future costs

Estimated Project Costs

FY 2020	_____
FY 2021	_____
FY 2022	<u>\$550,000.00</u>
FY 2023	_____
FY 2024	_____
Total	<u>\$550,000.00</u>

Project Description:

This project is a timely replacement. Our replacement plan is 20 years for a commercial chassis pumper. Our reason is in keeping with NFPA guidelines that rural commercial chassis pumpers should be replaced every 20 years. We will be replacing 190 with a custom fire pumper with a Compressed Air Foam System (CAF). CAF systems increase the amount of foam coverage by mixing before the nozzle making more foam with less water, so fire attack can be made quicker and more efficiently. This will be a high priority project. Estimated cost: \$550,000

Estimated Annual Budget Impact Amount:

Start Date:

Estimated Duration:

Estimated Annual Budget Impact:

Project Benefits:

Replacement of this 2002 Engine would be in track to keep us up to date on new equipment and after 20 years break downs are more likely.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

This replacement is in keeping with NFPA guidelines and OSHA guidelines. Also we will continue looking at outside funding such as grants.

Submitted by: Michael S. Trovato, Chief

Dept. Head: Michael S. Trovato



Town of Provincetown

Capital Project Request

Department: Fire Department

Date: 08/14/2018

Project Title: Replace Engine 3

Project Category: Equipment-Vehicular

Basis for Estimate: Estimated

Priority Area: b. Timely asset replacement to avoid future costs

Project Type: Reconstruction/Replacement

Department Priority: 5=Urgent

Estimated Project Costs

FY 2020	_____
FY 2021	_____
FY 2022	_____
FY 2023	_____
FY 2024	\$600,000.00
Total	\$600,000.00

Project Description:

This project is a timely replacement. Our replacement plan is 25 years for a custom chassis pumper. Our reason is in keeping with NFPA and OSHA guidelines that rural custom chassis pumpers should be replaced every 25 years and due to the 1/4/18 storm, we have moved the timeline up. We will be replacing 193 with a custom fire pumper with a Compressed Air Foam System (CAF). CAF systems increase the amount of foam coverage by mixing before the nozzle making more foam with less water, so fire attack can be made quicker and more efficiently.

Estimated Annual Budget Impact Amount:

Start Date: _____

Estimated Duration: _____

Estimated Annual Budget Impact:

Project Benefits:

Due to salt water, corrosion will be a major problem with this engine and if it hasn't all ready, it will start being in need of constant repair.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

The replacement on this 2003 engine was originally set for 2028.

Submitted by: Michael S. Trovato, Chief

Dept. Head: Michael S. Trovato



Town of Provincetown

Capital Project Request

Department: Pier Corp

Date: 09/25/2018

Project Title: Implement Engineers Report Repairs

Project Category: Infrastructure

Project Type: Major Repair-Renovation

Basis for Estimate: 2016 Engineers Report

Department Priority: 5=Urgent

Priority Area: b.Timely asset replacement to avoid future costs

Estimated Project Costs

FY 2020	\$200,000.00
FY 2021	\$200,000.00
FY 2022	\$200,000.00
FY 2023	
FY 2024	
Total	\$600,000.00

Project Description:

The 2016 engineers survey provides a breakdown of the recommended maintenance and improvement program which needs to be followed to keep the facility in satisfactory working condition. Identified immediate costs include \$64,000 in repairs and \$812,000 in capital improvement repairs. A large part of the costs is to replace failed pilings out of a total 401. Since 2016, 114 have been replaced. 60 of them were composite piles on the outside of the Tee and 42 are greenheart; a tropical hardwood impervious to marine borer worms.

This second capital request equalizes costs and project management across a five-year period. With these funds we will replace 30-40 piles a year with more durable products and pay for building, electrical and concrete repairs identified by the survey. By the end of the period, we should see capital repair funding decline as this more aggressive piling replacement program winds down.

Estimated Annual Budget Impact Amount:

\$200,000.00

Start Date:

10/01/2019

Estimated Duration:

3 years

Estimated Annual Budget Impact:

We can begin to address the immediate repairs listed in the engineers report. Going forward, we are requesting a regular CIP line item similar to DPW programs for streets and sidewalks maintenance.

The choice of materials in the fender pile program improves long term durability from approximately 5 years with untreated oak to 10 - 15 years or more with greenheart. The composite piles are expected to last 20-25 years.

Project Benefits:

The intent of the fifth-year comprehensive engineers inspection report in 2016 is to develop budgets for short-term and long-term pier maintenance and capital improvement repair to keep the pier in a serviceable state.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Pilings and other capital repair items listed in the report are a matter of public safety. Additionally, operational considerations include maintaining the gateway ferry terminal access, commercial fishing fleet and excursion businesses as economic drivers for the community. Grant funding is not available for capital repair.

Submitted by: Rex McKinsey

Dept. Head: Pier Manager



Town of Provincetown

Capital Project Request

Department: Marine Dept.

Date: 09/25/2018

Project Title: Ongoing Beach Maintenance

Project Category: Infrastructure

Basis for Estimate:

Priority Area: d.Improvement of infrastructure

Project Type: Reconstruction/Replacement

Department Priority: 5=Urgent

Estimated Project Costs

FY 2020	\$50,000.00
FY 2021	\$50,000.00
FY 2022	\$50,000.00
FY 2023	\$50,000.00
FY 2024	\$50,000.00
Total	\$250,000.00

Project Description:

This article seeks to provide matching funds for future grants and some funding to move projects forward as we apply for grants. This continues the work we have done with grants to identify inundation pathways for flooding, prioritize project sites and improve resilience. We have permitting in place and dredging scheduled for November 2018 for the Court Street nourishment site with material coming from the floating docks. This is one of several areas to address storm tide pathways to critical infrastructure. The Ryder Street beach site is being designed with our engineers with permitting applications to be completed by June 2019.

When complete the beach will be higher with vegetative elements to continue the natural building processes of a vegetated dune and walkways to improve access from the town landings. This project also builds upon the 2014 management plan for Provincetown Harbor identifying potential areas for dune restoration, beach stabilization and other natural approaches to mitigating coastal erosion and flooding. Our previous work and the lessons learned during design and planning of the Ryder Street project will guide the overall approach to our Comprehensive Beach Nourishment Plan.

Estimated Annual Budget Impact Amount:

\$50,000.00

Start Date:

07/01/2019

Estimated Duration:

Ongoing

Estimated Annual Budget Impact:

We will request regular \$50,000 contributions allowing us to take advantage of grants with a local match as they develop and/or continue the engineering and permitting for beach nourishment projects. The State has indicated an interest in regional approaches, comprehensive permitting and maintenance for funding these projects. The Cape Cod Commission is working on regional permitting approaches, ROI calculations and a second County dredge to make our area more attractive for state grant proposals coming from the Baker Administration. Provincetown is one of four towns to be selected as pilot projects for this regional approach.

Project Benefits:

This funding continues our grant funded work to protect Provincetown critical infrastructure and properties from storm surge and sea level rise. This will allow us to take advantage of a renewed interest by the State to fund dredging related projects.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

If we do not start providing for beach nourishment funding in a meaningful way, we will be forced into a more expensive remedial action on an emergency basis to protect municipal infrastructure, homes and businesses.

Submitted by: Rex McKinsey

Dept. Head: Marine Dept.



Town of Provincetown Capital Project Request

Department: **Parking Department**

Date: **09/19/2018**

Project Title: **Days Lot Upgrade**

Project Category: **Infrastructure**

Basis for Estimate: **DPW**

Priority Area: **d.Improvement of infrastructure**

Project Type: **Major Repair-Renovation**

Department Priority: **4**

Estimated Project Costs

FY 2020	<u>\$100,000.00</u>
FY 2021	_____
FY 2022	_____
FY 2023	_____
FY 2024	_____
Total	<u>\$100,000.00</u>

Project Description:

Days Parking Lot needs upgrades to the drain system and repaving and new poles and parking meters

Estimated Annual Budget Impact Amount:

Start Date:
07/01/2019

Estimated Duration:

Estimated Annual Budget Impact:

These funds come from the Parking Fund

Project Benefits:

Visitors will benefit from the Days Lot upgrades because they won't have to walk through standing water to get to their vehicles

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

We need to provide our visitors the safest and available parking spots in town

Submitted by: **Domenic Rosati**

Dept. Head: **Domenic Rosati**



Town of Provincetown Capital Project Request

Department: Parking Department

Date: 09/19/2018

Project Title: Upgrad

Project Category: Technology

Project Type: Reconstruction/Replacement

Basis for Estimate: From Vendor

Department Priority: 4

Priority Area: e.Improvement of productivity/efficiency

Estimated Project Costs

FY 2020	_____
FY 2021	<u>\$60,000.00</u>
FY 2022	_____
FY 2023	_____
FY 2024	_____
Total	<u>\$60,000.00</u>

Project Description:

Upgrade to the enforcement and permit software in the Parking Office and Hand held ticketing equipment

Estimated Annual Budget Impact Amount:

Start Date:
07/01/2020

Estimated Duration:

Estimated Annual Budget Impact:

From the Parking Fund

Project Benefits:

The technology has advances and the equipment we use is outdated and no longer available for replacement

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Submitted by: Domenic Rosati

Dept. Head: Domenic Rosati



Town of Provincetown

Capital Project Request

Department: Parking Department

Date: 09/19/2018

Project Title: Upgrade

Project Category: Infrastructure

Basis for Estimate: Vendor

Priority Area: d.Improvement of infrastructure

Project Type: Major Repair-Renovation

Department Priority: 4

Estimated Project Costs

FY 2020 _____

FY 2021 _____

FY 2022 \$175,000.00

FY 2023 _____

FY 2024 _____

Total \$175,000.00

Project Description:

Repaving of the MPL parking lot and upgrades to the drain system in the lot to prevent flooding

Estimated Annual Budget Impact Amount:

Start Date:
07/01/2021

Estimated Duration:

Estimated Annual Budget Impact:

Funds come from the Parking Fund

Project Benefits:

The parking lot needs repaving and drain work to improve safety for our visitors

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

The broken pavement and drains becomes more dangerous each year.

Submitted by: Domenic Rosati

Dept. Head: Domenic Rosati



Town of Provincetown

Capital Project Request

Department: Parking Department

Date: 09/19/2018

Project Title: Security

Project Category: Technology

Basis for Estimate: Vendor

Priority Area: d.Improvement of infrastructure

Project Type: New

Department Priority: 4

Estimated Project Costs

FY 2020	_____
FY 2021	_____
FY 2022	_____
FY 2023	<u>\$50,000.00</u>
FY 2024	_____
Total	<u>\$50,000.00</u>

Project Description:

A Camera Security system to cover the MPL and GraceHall parking lots

Estimated Annual Budget Impact Amount:

Start Date:
07/01/2022

Estimated Duration:

Estimated Annual Budget Impact:

Funds come from the Parking Fund

Project Benefits:

To provide security to our visitors and their vehicles while parked in our lots

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Submitted by: Domenic Rosati

Dept. Head: Domenic Rosati



Town of Provincetown

Capital Project Request

Department: **Parking Department**

Date: **09/19/2018**

Project Title: Security Lighting

Project Category: Infrastructure

Project Type: New

Basis for Estimate: Vendor

Department Priority: 4

Priority Area: a.Imminent threat to safety of citizen/property

Estimated Project Costs

Project Description:

FY 2020 _____

FY 2021 _____

FY 2022 _____

FY 2023 _____

FY 2024 \$50,000.00

Total \$50,000.00

The GraceHall parking lot needs more lighting to create and safe feeling for our visitors that use this lot

Estimated Annual Budget Impact Amount:

Estimated Annual Budget Impact:

Start Date:

Funds come from the Parking Funds

Estimated Duration:

July 1, 2023

Project Benefits:

Improve safety to our visitors

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Empty box for additional information.

Submitted by: **Domenic Rosati**

Dept. Head: **Domenic Rosati**



Town of Provincetown Capital Project Request

Department: POLICE DEPARTMENT

Date: 09/12/2018

Project Title: Fleet Replacement

Project Category: Equipment-Vehicular

Project Type: New

Basis for Estimate: Plymouth County Competitive Bid

Department Priority: 5=Urgent

Priority Area: b.Timely asset replacement to avoid future costs

Estimated Project Costs

FY 2020	\$85,831.00
FY 2021	
FY 2022	
FY 2023	
FY 2024	
Total	\$85,831.00

Project Description:

This is a request for approval to purchase ONE special services vehicle for use by Animal Control. The current Animal Control vehicle was acquired in in 2013 and has not met our expectation as an effective work platform for our Certified Animal Control Officer for.

The current vehicle is a Ford Transit Connect short-wheel base which was upfitted to allow for more ease of use in her duties. While the vehicle has been plagued with maintenance issues our primary concern is the current vehicle does not provide her a platform where she can operate effectively.

Storage is limited and large animals can not be accommodated in this vehicle. We desire to transition to a purpose built animal control vehicle used professionally by the Animal Rescue resources. This vehicle, while not full-size would allow personnel to operate as needed.

The vehicle is currently offered pursuant to the Plymouth County Procurement Bid.

Estimated Annual Budget Impact Amount:

Start Date:
07/01/2019

Estimated Duration:

Estimated Annual Budget Impact:

This vehicle is part of the police department's scheduled fleet management replacement program and we anticipate it will be in front-line public safety platform for 5-6 years from August 2019.

Project Benefits:

This project request is high priority in the sense that maintaining a fleet of cruisers in good condition is essential for the safety of our police officers and the public we serve. It also serves to diminish the Town's liability. This project includes relegating a high mileage car to be used by another Town department for general-purpose use. There is a real need to keep newer cruisers on patrol for all of the reasons cited earlier in terms of officer safety and getting resources to the scene of an emergency safely and reliably. This project also conforms with Town-wide policy of reducing our carbon footprint and continuing to operate high mileage cars becomes increasingly costly due to increased repairs, which only transfers the financial impact to the DPW budget. EPA advises fuel MPG for a Ford Crown Victoria (2008) is 16 MPG. With the added emergency equipment weight, light bar drag and high idle times, our fleet number is reduced to closer to 12MPG. Our current fleet MPG data indicates 16MPG (a 33% increase) for marked vehicles and 23MPG for unmarked vehicles (43% increase). 1 hour of idle time equals into 33 miles of engine wear.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

[Empty box for additional information]

Submitted by: James F. Golden

Dept. Head: Chief of Police

CONTRACT ITEM	LINE DESCRIPTION	UNIT PRICE	QTY.	EXTENDED PRICE
	Equipment :			
10	Whelen Dual Color Legacy Light Bar , B/W - B/A	\$2,495.00	1	
76	Whelen Head Light Flasher / Wig Wags	\$105.00	1	
1566	Whelen M-2 Series LED on Front Fenders , B	\$395.00	1	
1567	Whelen M-4 Series LEDs On Side of Box	\$395.00	1	
1567	Whelen M-4 Series LEDs On Side of Box	\$395.00	1	
1567	Whelen M-4 Series LEDs On upper Rear of Box	\$395.00	1	
1567	Whelen M-4 Series LEDs ON Lower Rear of Box	\$395.00	1	
287	Whelen 2 Vertex LED Hide a Ways in Front Corners; B/W	\$295.00	1	
288	Whelen 4 Vertex LED Hide a Ways in Rear, 2B / 2 R	\$495.00	1	
344	Whelen CenCom Siren Controller	\$1,025.00	1	
382	Whelen SA 315 Siren Speaker Behind the Grill	\$220.00	1	
772	Havis Center Console / C2400 /	\$525.00	1	
786	Havis Arm Rest for Center Console	\$115.00	1	
817	Havis Dual Cup Holder in Center Console	\$45.00	1	
839	Aux Triple Outlet for Center Console	\$100.00	1	
847	Magnetic Mic Clip for Radio	\$85.00	1	
1194	Setlna Push Bumper	\$465.00	1	
1399	Transfer 2 Way Radio with Antenna	\$225.00	1	
1939	Trimbren Rear Springs	\$595.00	1	
Paint: TA 20:02	Paint 4 Doors and Roof	\$855.00	1	
Mavron	Mavron : ATL-6 / Animal Transport Truck module / 96L x 78w x 39h	\$46,559.00		
Graphics	Graphics Pkg B	\$550.00	1	
	Equipment Total :	\$56,729.00		\$56,729.00
			TAX:	
			TOTAL:	\$56,729.00

Vehicle Equipm ent Total:	\$85,831.00
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TERMS AND CONDITIONS

*This quote is valid for 60 days from the date of quote. Any purchase orders or approved quotes received outside of the 60 day quote period will be subject to price adjustments. By signing this quote, the customer is agreeing to pay, in full, for all items listed above. Any requests for changes, modifications, replacements, removals or additional items may be subject to additional fees and/or adjusted delivery dates.

M.G.L. c. 30B applies to the procurement of all commodities quoted. Contract items have been collectively purchased pursuant to M.G.L. c 30B sec 1c and M.G.L. c.7 sec 22B. The government body is responsible to determine the applicability of M.G.L. c30B to off contract items, but not limited to, off contract items that have already been

properly procured under M.G.L. c30B sec 1c and M.G.L. c7 sec 22A (purchases from a vendor on contract with the Commonwealth), other contracts procured under M.G.L. c30B sec 1c and M.G.L. c. 30B contract between the vendor and the jurisdiction. All off contract items must be procured under M.G.L. c. 30B.

The terms and conditions stated herein and the provisions of any agreement between MHQ and Buyer, if applicable, shall constitute the complete and only terms and conditions applicable to any and all purchases by Buyer from MHQ. Any additional and/or different terms and/or conditions printed anywhere including on, or with, Buyer's order shall be inapplicable in regard to any purchase by Buyer from MHQ.

ORDER ACKNOWLEDGEMENT

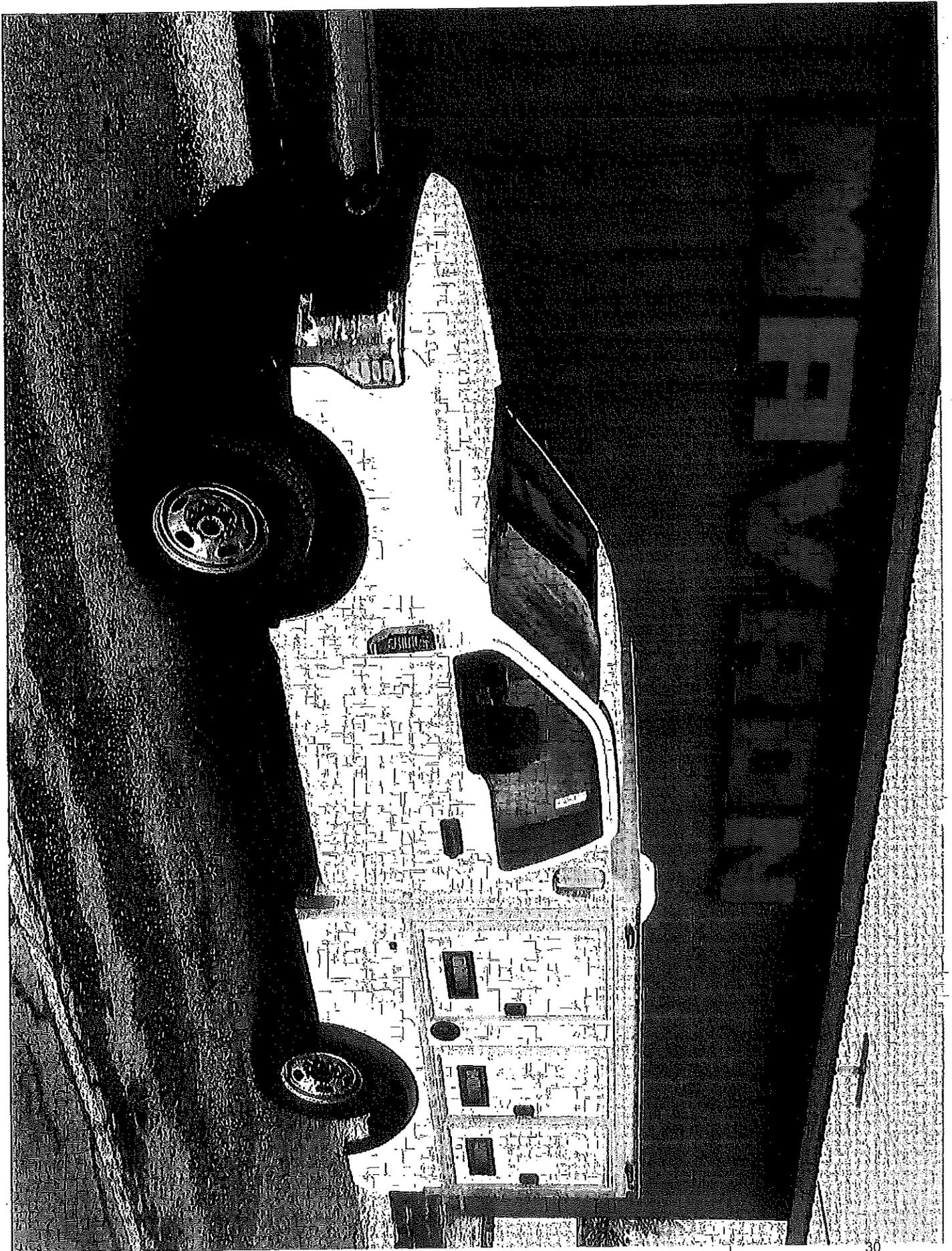
By signing this document you are agreeing to the above terms and conditions of this order from MHQ, Inc.

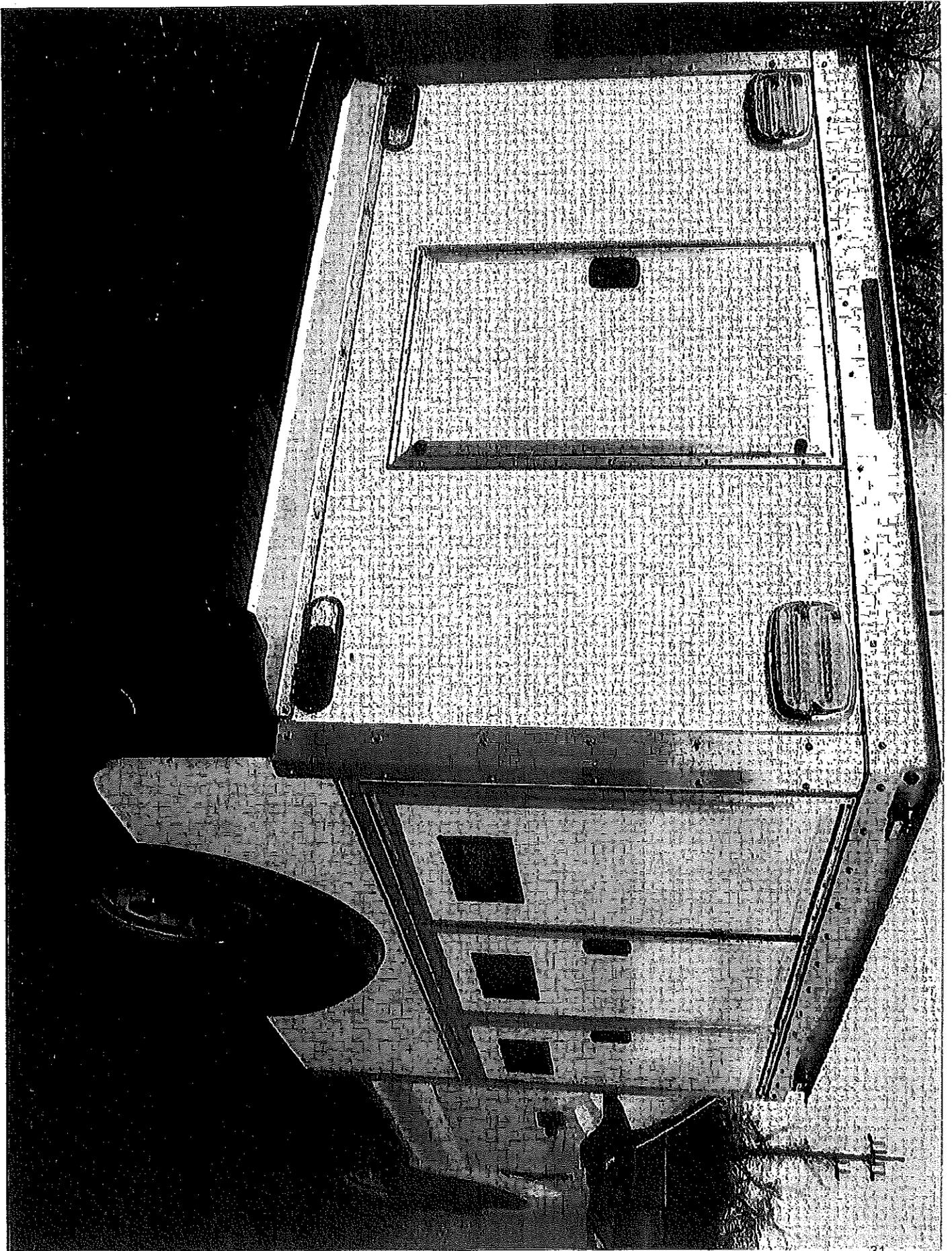
X _____
PRINT NAME

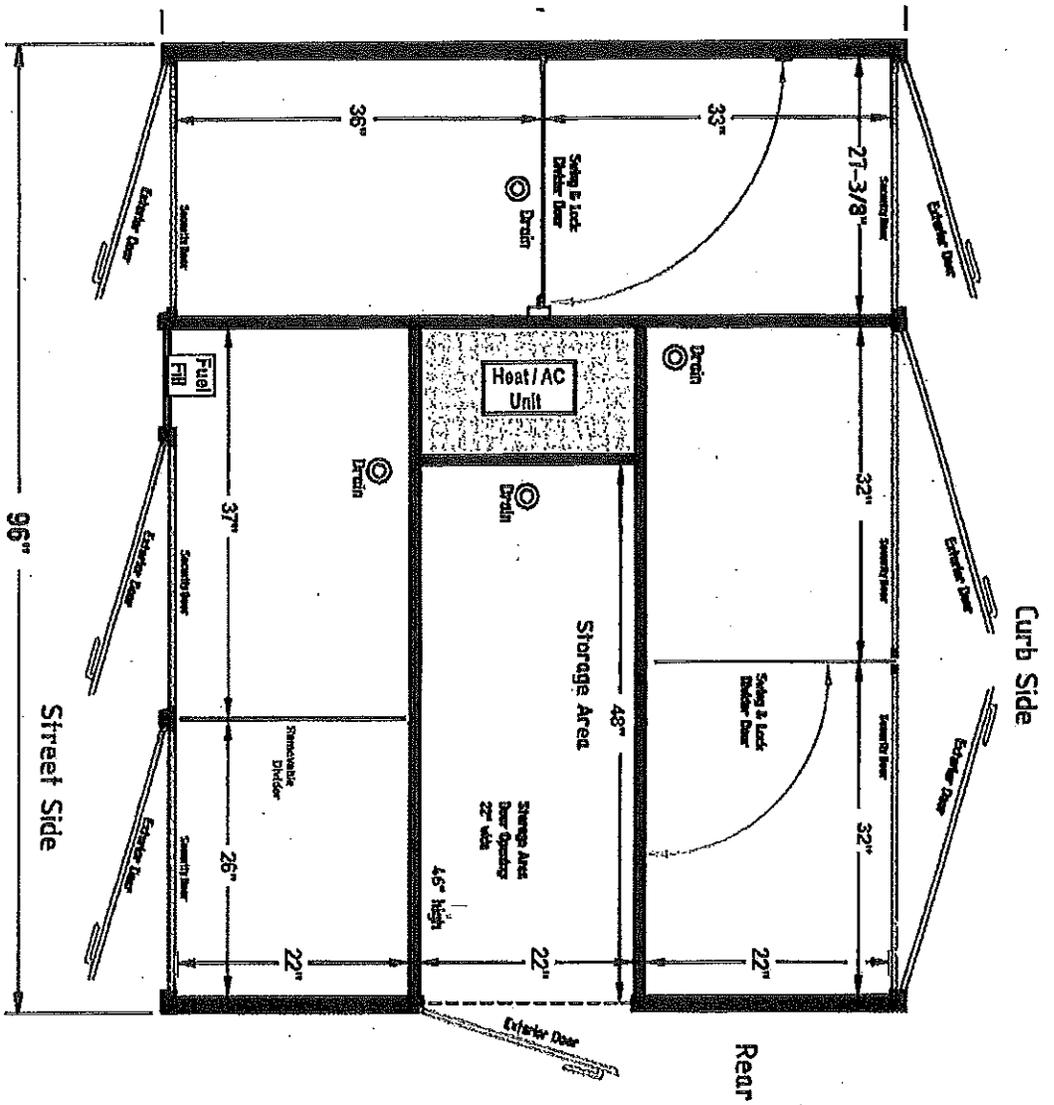
X _____
TITLE

X _____
SIGNATURE

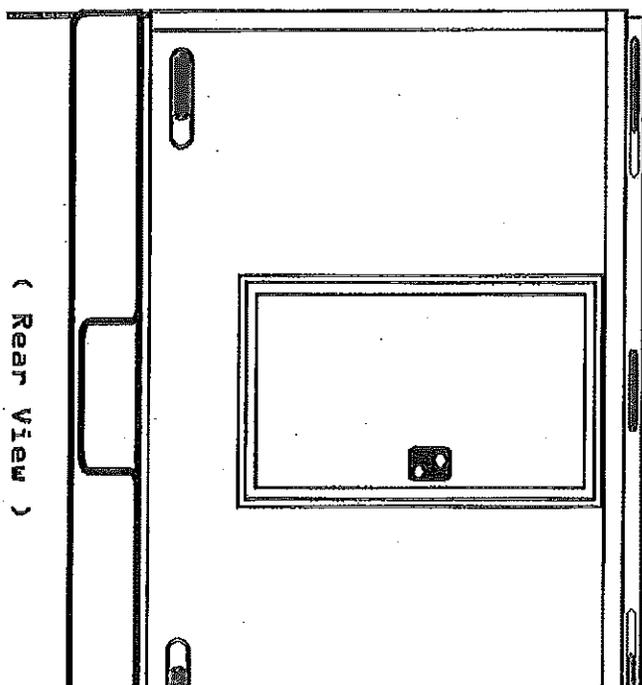
Quote provided MHQ, Account Manager at MHQ
(508) 573-2660 or pleon@mhq.com







Rear



(Rear View)

VRON, INC.

10001 Rd. Warsaw, IN 46580-2369

51-1498

R7_2014

TITLE: ATL-6 Animal Transport Truck Module

DATE:

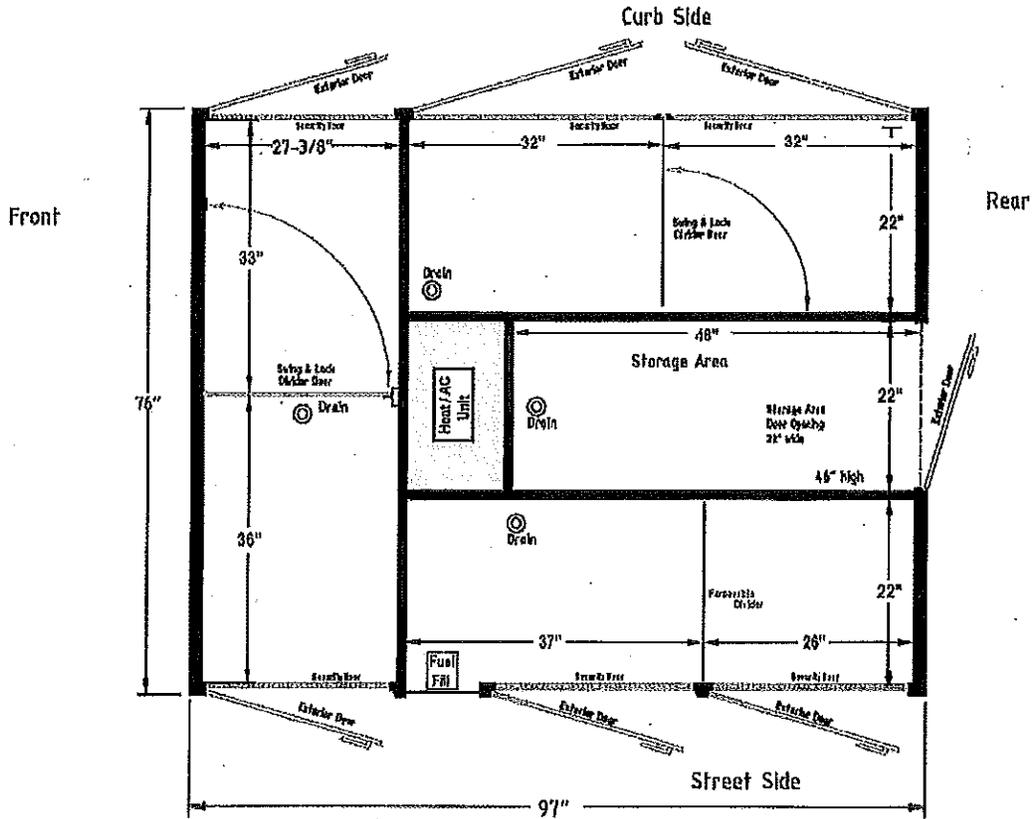
REV:

CUSTOMER INFO:

NOTES:

Truck Module w/ Rear Curb Side French Doors
Designed to Replace the 8' bed of a Standard Pickup Truck

PAGE:



Module Compartment Heights 34"

MAVRON, INC.

Zimmer Rd. Warsaw IN 46580-2389

551-1498

267-3044

www.mavron.com

TITLE: ATL- 6 Animal Transport Truck Module

DATE:

REV:

NOTES: Truck Module w/ Rear Curb Side French Doors
Desinged to Replace the 8' bed of a Standard Pickup Truck

PAGE:

CUSTOMER INFO:



Town of Provincetown

Capital Project Request

Department: POLICE DEPARTMENT

Date: 09/12/2018

Project Title: Fleet Replacement

Project Category: Equipment-Vehicular

Project Type: New

Basis for Estimate: TOM Competitive Bid

Department Priority: 5=Urgent

Priority Area: b. Timely asset replacement to avoid future costs

Estimated Project Costs

FY 2020	\$83,600.00
FY 2021	
FY 2022	
FY 2023	
FY 2024	
Total	\$83,600.00

Project Description:

This is a request for approval to purchase TWO (2019) or current model Ford Police Utility Interceptors in the total amount of \$83,600.00 for these front-line public safety platforms for use by the police department. Since its introduction in 2013 the Ford police interceptor has become the forerunner in special duty police service fleets with over 70% of the market share.

They have phased out the interceptor sedan for 2019 and will only offer the SUV style going forward. Ford has announced a revamping of style and features for model year 2020 which may increase acquisition costs as some equipment may not swap over.

With it's V-6 engine and all-wheel drive power-train we realize marked improvement in fuel economy over our former police cruisers. These Ford Interceptor Utility will replace the two current units acquired in 2015 and as of September 17, 2018 have approximately 76,000 miles on it. This mileage will increase as the current vehicles will remain in use as a front-line vehicle until replaced in August 2019.

Estimated Annual Budget Impact Amount:

Start Date:
07/01/2019

Estimated Duration:

Estimated Annual Budget Impact:

This vehicle is part of the police department's scheduled fleet management replacement program and we anticipate it will be in front-line public safety platform for 5-6 years from August 2019.

Project Benefits:

This project request is high priority in the sense that maintaining a fleet of cruisers in good condition is essential for the safety of our police officers and the public we serve. It also serves to diminish the Town's liability. This project includes relegating a high mileage car to be used by another Town department for general-purpose use. There is a real need to keep newer cruisers on patrol for all of the reasons cited earlier in terms of officer safety and getting resources to the scene of an emergency safely and reliably. This project also conforms with Town-wide policy of reducing our carbon footprint and continuing to operate high mileage cars becomes increasingly costly due to increased repairs, which only transfers the financial impact to the DPW budget. EPA advises fuel MPG for a Ford Crown Victoria (2008) is 15 MPG. With the added emergency equipment weight, light bar drag and high idle times, our fleet number is reduced to closer to 12MPG. Our current fleet MPG data indicates 16MPG (a 33% increase) for marked vehicles and 23MPG for unmarked vehicles (43% increase). 1 hour of idle time equates into 33 miles of engine wear.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Submitted by: James F. Golden

Dept. Head: Chief of Police



353 Cambridge Street, Winchester, MA 01890

From: **Allan Eyden, Fleet Mgr.**
 Phone: 781-729-9700 x502 FAX 781-729-4173
 Quotation for:
Provincetown MA PD

<u>Vehicle:</u>	<u>Price:</u>
2019 Ford Utility Interceptor AWD	\$ 30,800.00
Cargo Dome lamp Courtesy	
Lamp Disable Police Engine	
Idle Feature Driver's Side	
LED Spotlamp Ford SYNC	
System	
Power Outside Heated Mirrors	
Keyless Entry with 4 FOBS	
Fleet Keying	
Noise Supression Bonding Straps	
Full Wheel Covers	
Reverse Sensing	
Front Lamp Prep	
Rearview Camera in Mirror	
Vinyl Wrap - 4 Doors and Roof	\$ (700.00)
Total vehicle:	\$ 30,100.00

<u>Equipment:</u>	
10% Anticipated Pricing Increase Allowance	3555.00
Side Marker Fender Lights Blue/Blue	245.00
Rear Taillamp Lighting Solution	475.00
Grille Lamp PreWire	50.00
Vent Shades and Floor Liners	175.00
Motorola APX-6500 Digital Control Head	2700.00
Equipment Transfer Allowance	4,500.00

Approved by: _____

Title: _____

Date: _____

\$ 41,800.00

Pricing per Milton MA Collective Purchase Bid 6/6/18

Quotation No.090718-1

Valid for 30 days, unless superceded.



**TOWN OF MILTON, MASSACHUSETTS
POLICE DEPARTMENT**

NOTICE OF BID

Bids are hereby invited by the Milton Police Department for

- ITEM A - FORD INTERCEPTOR SEDAN**
- ITEM B - FORD INTERCEPTOR UTILITY**
- ITEM C - FORD EXPLORER SUV**
- ITEM D - FORD FUSION**
- ITEM E - FORD ESCAPE SUV**
- ITEM F - FORD EXPEDITION**

Complete bid specifications are available at the Milton Police Department, 40 Highland Street, Milton, MA 02186.

All bids must be filed in the office of Chief John E. King, 40 Highland Street, Milton, MA 02186 on or before June 6, 2018 at 11:00 a.m., at which time the bids will be opened and read.

All bids must be submitted IN DUPLICATE on quotation page provided with specification package, in a sealed envelope plainly marked "POLICE VEHICLE BID".

The Town of Milton will also authorize any other municipality or government entity in the Commonwealth of Massachusetts to purchase from this bid. Additional vehicles may be purchased at this bid price. Prices should be firm for at least twelve months from bid date. This bid may be extended to additional model years by mutual agreement with the successful bidder.

The Milton Police Department reserves the right to reject any or all bids and to award the contract as it may deem fit in the best interest of the Town of Milton.

John E. King
Chief of Police

LEGAL ADVERTISEMENT
SINGLE SPACE - ADVERTISE ONCE



MILTON POLICE DEPARTMENT

40 HIGHLAND STREET
MILTON, MASSACHUSETTS 02186-3873
PHONE: (617) 698-3800
FAX: (617) 698-3015

JOHN E. KING
CHIEF OF POLICE

June 14, 2018

Allan J. Eyden
Fleet Manager
Bonnell Motors, Inc.
353 Cambridge Street
Winchester, MA 01890

RE: Cruiser Bid Award/Order

Dear Allan:

As the overall low bidder for the vehicle bid opened on June 6, 2018, we are pleased to award you the bid to supply the Town, and other municipalities who wish to purchase off this bid, with the vehicles listed on your Price Quotation Page and option schedules.

It is our understanding that this pricing will remain firm until at least June 6, 2019 and may be extended by mutual agreement between the Town, your company and Ford Motor Company, and will cover at least the 2018 and 2019 model years per our bid specifications.

This bid was published as a legal advertisement in the Patriot Ledger on May 21, 2018.

Please place an order for (1) 2019 Ford Expedition per your bid specifications. Thank you.

Sincerely,

A handwritten signature in cursive script that reads "John King".

John E. King
Chief of Police

JEK:abc
d-503



Town of Provincetown Capital Project Request

Department: **POLICE DEPARTMENT**

Date: 09/12/2018

Project Title: Fleet Replacement

Project Category: Equipment-Vehicular

Project Type: New

Basis for Estimate: Quote from State Contract Bid plus 10% Department Priority: 5=Urgent

Priority Area: b. Timely asset replacement to avoid future costs

Estimated Project Costs

FY 2020	_____
FY 2021	\$90,000.00
FY 2022	_____
FY 2023	_____
FY 2024	_____
Total	\$90,000.00

Project Description:

FY 2021
 Replacement of 1 Marked Police Cruiser 6062
 Replacement of 1 Unmarked Police Cruiser 6074

Estimated Annual Budget Impact Amount:

Start Date:
07/01/2020

Estimated Duration:

Estimated Annual Budget Impact:

Project Benefits:

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Submitted by: James F. Golden

Dept. Head: Chief of Police



Town of Provincetown

Capital Project Request

Department: POLICE DEPARTMENT

Date: 09/12/2018

Project Title: Fleet Replacement

Project Category: Equipment-Vehicular

Project Type: New

Basis for Estimate: Quote from State Contract Bid plus 10% Department Priority: 5=Urgent

Priority Area: b. Timely asset replacement to avoid future costs

Estimated Project Costs

Project Description:

FY 2020 _____

FY 2021 _____

FY 2022 \$90,000.00

FY 2023 _____

FY 2024 _____

Total \$90,000.00

FY 2022
Replacement of 2 Marked Police Cruisers 6061 & 6067

Estimated Annual Budget Impact Amount:

Estimated Annual Budget Impact:

Start Date:

07/01/2021

Estimated Duration:

Project Benefits:

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Submitted by: James F. Golden

Dept. Head: Chief of Police



Town of Provincetown

Capital Project Request

Department: **POLICE DEPARTMENT**

Date: 09/12/2018

Project Title: Fleet Replacement

Project Category: Equipment-Vehicular

Project Type: New

Basis for Estimate: Quote from State Bid Contract plus 10% Department Priority: 5=Urgent

Priority Area: b.Timely asset replacement to avoid future costs

Estimated Project Costs

FY 2020	_____
FY 2021	_____
FY 2022	_____
FY 2023	\$90,000.00
FY 2024	_____
Total	\$90,000.00

Project Description:

FY 2023
Replacement of two marked police cruisers 6071 & 6072

Estimated Annual Budget Impact Amount:

Start Date:
07/01/2022

Estimated Duration:

Estimated Annual Budget Impact:

Project Benefits:

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Submitted by: **James F. Golden**

Dept. Head: **Chief of Police**



Town of Provincetown Capital Project Request

Department: **POLICE DEPARTMENT**

Date: 09/12/2018

Project Title: Fleet Replacement

Project Category: Equipment-Vehicular

Project Type: New

Basis for Estimate: Quote from State Bid Contract plus 10% Department Priority: 5=Urgent

Priority Area: b.Timely asset replacement to avoid future costs

Estimated Project Costs

FY 2020	_____
FY 2021	_____
FY 2022	_____
FY 2023	_____
FY 2024	\$90,000.00
Total	\$90,000.00

Project Description:

FY2024
Replacement of two marked police cruisers 6065 & 6075

Estimated Annual Budget Impact Amount:

Start Date:
07/01/2023

Estimated Duration:

Estimated Annual Budget Impact:

Project Benefits:

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Submitted by: **James F. Golden**

Dept. Head: **Chief of Police**



Town of Provincetown

Capital Project Request

Department: **Emergency Management**

Date: **09/18/2018**

Project Title: **Generator for Library & FH #4**

Project Category: **Building**

Project Type: **New**

Basis for Estimate: **Staff Estimate**

Department Priority: **4**

Priority Area: **e.Improvement of productivity/efficiency**

Estimated Project Costs

FY 2020	\$145,000.00
FY 2021	
FY 2022	
FY 2023	
FY 2024	
Total	\$145,000.00

Project Description:

Library:
After the storms of 2018 and the resulting power outages, it was discussed that the Library should be equipped with a generator to serve as a warming/cooling station for the public. The Library has the space and staff available during regular hours to fill this need. Additionally, the Library offers different spaces for children and adults and plenty of resources to keep people connected to services during power outages. The sprinkler system that services the Library also requires constant power to maintain adequate air pressure to keep it in a dry state to prevent freezing.

Fire House #4:
This fire house provides critical operations during emergency events within the downtown area. The facility currently has no stand-by power supply and the facility must be manually operated when power is lost. This affects response time and hampers rescue and support operations. The electrical service will also have to be upgraded to current code as part of the generator installation.

\$145,000 is the estimated cost to supply a 120KW diesel fuel powered generator, all the necessary switch gear, electrical upgrades, and installation labor to provide standby power for both buildings.

Estimated Annual Budget Impact Amount:

Start Date:

Estimated Duration:

Estimated Annual Budget Impact:

After purchase and installation there will be an annual budget impact of approximately \$500 for maintenance and servicing of the generator.

Project Benefits:

The project will benefit the Town by providing a comfortable, safe place for people to gather during power outages as well as serving a critical emergency operations facility at Fire House #4.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Submitted by: **Emergency Management**

Dept. Head: _____



Town of Provincetown

Capital Project Request

Department: **Public Works**

Date: **09/18/2018**

Project Title: **Fleet Replacement**

Project Category: **Equipment-Vehicular**

Project Type: **New**

Basis for Estimate: **Estimate**

Department Priority: **5=Urgent**

Priority Area: **e.Improvement of productivity/efficiency**

Estimated Project Costs

FY 2020	\$110,000.00
FY 2021	\$195,000.00
FY 2022	\$350,000.00
FY 2023	\$200,000.00
FY 2024	\$65,000.00
Total	\$920,000.00

Project Description:

Our 5-year fleet replacement plan calls for the purchase of several large pieces of equipment.

In FY 2020 The DPW will be looking to replace our 1981 Catch Basin truck with a vacuum excavator trailer with pipe jetting capabilities.

In FY 2021 The Highway Department will be looking to replace their F750 6-wheel dump truck and Pickup Truck with Plow

In FY 2022, The Sanitation Department will need a new trash Packer Truck.

In FY 2023, The Transfer Station will need to replace their loader that will be 14 years old and critical to their operations.

In FY2024 Highway will need to replace a Pickup Truck with Plow

Estimated Annual Budget Impact Amount:

Start Date:
07/01/2019

Estimated Duration:
5 years

Estimated Annual Budget Impact:

[Empty box for budget impact details]

Project Benefits:

Provides the necessary equipment to our Public Works personnel so they can perform their duties to maintain the town.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Cleaning out storm drain structures is critical to protect the millions of dollars of infrastructure that we have buried underground. The catch basin truck is no longer operable and we are unable to clean the basins in house. We hired a contractor to perform 4 days of cleaning for us in the Spring of 2018 at a total cost of \$12,000. We were only able to clean a fraction of the catch basins that we manage.

Submitted by: **Public Works Director**

Dept. Head: **Richard J. Waldo**



Town of Provincetown Capital Project Request

Department: **Public Works**

Date: 09/18/2018

Project Title: Stormwater Maintenance & Repair

Project Category: Infrastructure

Project Type: Repair

Basis for Estimate: Estimate, Prior Project Data

Department Priority: 5=Urgent

Priority Area: d.Improvement of infrastructure

Estimated Project Costs

FY 2020	\$100,000.00
FY 2021	\$100,000.00
FY 2022	\$100,000.00
FY 2023	\$100,000.00
FY 2024	\$100,000.00
Total	\$500,000.00

Project Description:

The funds listed are for the next five years of stormwater drainage improvements. Our stormwater system has undergone substantial improvements over the past 5 years resulting in fewer beach closures and overall less flooding. However, many more needed repairs still exist and continual maintenance is of prime concern.

Appropriating a sum of money for drainage repairs should be a high priority for our coastal community given our proximity to sea level and lack of open space for stormwater retention. Past funding has been used to remediate 12 out of 25 outfalls that flow stormwater to Provincetown Harbor.

These funds will be used to seek grant opportunities to assist in funding larger more expensive drainage projects such as the relocation of the Gosnold Street Outfall or the rehabilitation of Freeman Street pump station..

Estimated Annual Budget Impact Amount:

Estimated Annual Budget Impact:

Start Date:

07/01/2019

Estimated Duration:

5 years

Project Benefits:

Proactive approach to maintaining and upgrading our Stormwater Drainage System.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Through allocation of these funds the town has been able to submit and receive grant funding to improve collection and infiltration to several outfalls. We are likely to continue to be a successful candidates for stormwater grant funding as Provincetown Harbor is listed by DEP as a "category 4a" water body with a TMDL for pathogens.

Submitted by: Public Works Director

Dept. Head: Richard J. Waldo



Town of Provincetown

Capital Project Request

Department: **Public Works**

Date: 09/18/2018

Project Title: Pavement Management Plan

Project Category: Infrastructure

Project Type: Repair

Basis for Estimate: Estimate

Department Priority: 4

Priority Area: d.Improvement of Infrastructure

Estimated Project Costs

FY 2020	\$0.00
FY 2021	\$250,000.00
FY 2022	\$250,000.00
FY 2023	\$250,000.00
FY 2024	\$250,000.00
Total	\$1,250,000.00

Project Description:

The town has developed an essential program aimed at combating the progressive deterioration of the town's roads by using GIS Technology and a Pavement Condition Index (PCI). Each Town-owned roadway is evaluated based on its condition in order for a PCI to be established. Roadway improvements will be determined based on the PCI, roadway functional classification (arterial, collector, or local road), and other prioritization factors.

Several such methods of roadway repairs they would be used under this program include: full depth reconstruction, level and overlay, mill and overlay, micro seal, and crack sealing. Significant improvements have been made in the last 3 years and we hope to continue improving our roadways over the next several years.

In order to continue the roadway repair program, a FY 2020 sum of \$250,000 is being requested.

Estimated Annual Budget Impact Amount:

Start Date:

07/01/2019

Estimated Duration:

5 years

Estimated Annual Budget Impact:

Project Benefits:

Proactive approach to maintaining and extending the life of our roadways.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Provincetown's roadway are subjected to significant wear and tear throughout the year. Given the soft sand substrate our roadways are subject to incremental movement. Maintaining our roads now will offset the high cost of full reconstruction later. It has been proven that a successful roadway maintenance program can extend the life of a roadway by as much as 20 years.

Submitted by: **Public Works Director**

Dept. Head: **Richard J. Waldo**



Town of Provincetown

Capital Project Request

Department: **Public Works**

Date: **09/18/2018**

Project Title: Streets, Sidewalks & Bike Path

Project Category: Infrastructure

Project Type: Repair

Basis for Estimate: Estimate, Prior Project Data

Department Priority: **4**

Priority Area: d.Improvement of infrastructure

Estimated Project Costs

FY 2020	\$60,000.00
FY 2021	\$55,000.00
FY 2022	\$55,000.00
FY 2023	\$55,000.00
FY 2024	\$55,000.00
Total	\$280,000.00

Project Description:

This recurring CIP article is used every year to address costs associated with the preservation, repair, and replacement of sidewalks, curbing, roadway painting, potholes, and recently bike trail improvements. This request is used for more routine repairs outside of roadway resurfacing projects funded from the Roadway Maintenance Plan or projects outside of reconstruction projects such as we have seen on Commercial Street.

A couple of notable uses of this article in prior years were for the sidewalk replacement on Ryder Street abutting Cabot's candy, for the installation of a connecting bike trail from Bradford Street Extension to the National Seashore Bike Trail on Province Lands Road, the repair of settled brick sidewalk along Commercial Street after a severe winter of freeze/thaw cycling.

It is also used to paint the lines on the reconstructed parts of Commercial Street over the course of two nights to minimize disruption and the potential for smudge marks from daytime traffic.

Recent annual traffic hearings have resulted in a considerable increase in roadway line painting. The future year requests do not reflect the outcome of future traffic hearings. In FY2020, we anticipate additional roadway painting to prepare for the 400 celebration of the Pilgrim's Landing.

Estimated Annual Budget Impact Amount:

Estimated Annual Budget Impact:

Start Date:
07/01/2019

Estimated Duration:
5 years

Project Benefits:

Proactive approach to maintaining our streets, sidewalks and bike paths.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

If we do not have funds available to immediately address defects in our sidewalks or bike trails it may result in significant injury to pedestrian, animal and/or cyclist.

Submitted by: **Public Works Director**

Dept. Head: **Richard J. Waldo**



Town of Provincetown Capital Project Request

Department: **Public Works**

Date: 09/18/2018

Project Title: Building Capital Plan

Project Category: Building

Basis for Estimate: Estimate

Priority Area: d.Improvement of Infrastructure

Project Type: Repair

Department Priority: 5=Urgent

Estimated Project Costs

FY 2020	\$395,000.00
FY 2021	\$350,000.00
FY 2022	\$250,000.00
FY 2023	
FY 2024	
Total	\$995,000.00

Project Description:

FY 2020 The requested amount is for the exterior repairs, preparation, and painting of the Town Hall, VMCC, and the MPL Bathrooms and Central Vac Building. In addition, the requested amount is for supplemental funding to complete the necessary repairs to the flat roof sections at the VMCC. (Refer to Building Capital Plan Summary)

FY 2021 The requested amount is for the exterior repairs, preparation, and painting of the Town Library. (See Attached)

FY 2022 This request is for masonry & structural repairs to the exterior of the VMCC Building. (See Attached)

Estimated Annual Budget Impact Amount:

Start Date:
07/01/2019

Estimated Duration:
3 years

Estimated Annual Budget Impact:

[Empty box for budget impact details]

Project Benefits:

The Town will benefit from these projects by preventing further damage to the structures and giving a fresh look to two of the three buildings that will be at the gateway to many of the 2020 activities. Additionally, Performing repairs to the VMCC building will provide a watertight and structurally sound building for the future.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

The Town Hall and the buildings at the MPL are showing exterior damage that will worsen if continued to be left unattended. The Library and the VMCC are at a point for repainting before severe exterior damage begins to occur. Putting these necessary repairs off will jeopardize already improved assets at the building as well as increasing project costs.

Submitted by: Public Works Director

Dept. Head: Richard J. Waldo

CIP Building Capital Plan Summary

FY 2020 The Town Hall is the centerpiece of the town. Not only is it used for the administration of services, but as a center for entertainment venues and toured by numerous visitors to our town. Since the renovation in 2010, the last time the building was painted, the building has weathered considerably. The deterioration is most evident on the southerly face of the building where peeling paint and missing clapboards are evident as well as extreme weathering of the exterior stairs. As the Town Hall is sure to be a focal point during the upcoming 2020 activities, the recommendation is to paint the structure in the fall of 2019.

The Comfort Station on Ryder Street adjacent to the MPL is currently in need of a roof, some exterior trim replacement, cupola replacement, and exterior painting. Some minor repairs and accessibility renovations were done to the building during the 2001/2002 fiscal year. A capital needs assessment performed in January 2011 listed the roof in fair condition at that time as well as noting some deterioration to the exterior features. This building stands at the gateway into town from the harbor area and is heavily used. The Central Vacuum Station will also have some minor repairs and repainting done at the same time.

The VMCC was repurposed for use as a community center in 2013, and renovated in 2002 while still in use as an elementary school. The exterior painted surfaces are in need of painting at this time. This work will compliment other projects such as the sealing of the EDPM roof sections that are in motion now, and the masonry restoration that is being proposed for 2022. Additional funding is also being requested to complete the repairs to the EDPM flat roof sections at the VMCC. A thermal imaging scan was done in September 2018 of all the flat roof sections and it revealed many areas of leakage and wet insulation over the gymnasium. These will need to be addressed as part of the repair work which includes a silicone roof coating and the waterproofing of the gable ends of the building.

FY 2021 The Town Library is a focal point on Commercial Street and is listed on the National and Massachusetts Registers of Historic Places. It serves as an invaluable resource for the residents of town as well for the many visitors to town throughout the year. The library was last painted in 2011 / 2012 as part of the exterior renovation project and an eight year repainting schedule was recommended at that time by the architects. The paint on the building is showing large areas of peeling and cracking that will only increase if repainting is put off and will add to the cost of the project in the future. The cost is reflective of the difficulty in accessing various areas of the exterior to perform the work.

FY 2022 Work performed as part of past renovations including the repurposing of the VMCC, have largely ignored the needs of the exterior building envelope. The exterior masonry is in need of repointing and many of the steel lintels over the door and window openings need to be cut out

and replaced due to rot and fatigue. The building masonry, originally constructed in 1955, is showing the effects of weathering and settlement and the existing lintels over the door and window openings are painted steel that have not been adequately maintained. This funding will allow for the needed masonry repairs including repointing and the replacement of the existing lintels with galvanized steel.



Town of Provincetown Capital Project Request

Department: **Public Works**

Date: **09/18/2018**

Project Title: **Commercial Street Reconstruction**

Project Category: **Infrastructure**

Project Type: **Reconstruction/Replacement**

Basis for Estimate: **Estimates, Prior Project Data**

Department Priority: **5=Urgent**

Priority Area: **d.Improvement of infrastructure**

Estimated Project Costs

FY 2020	\$0.00
FY 2021	\$800,000.00
FY 2022	
FY 2023	\$0.00
FY 2024	\$0.00
Total	\$800,000.00

Project Description:

The reconstruction of Commercial Street with porous pavement has attributed significantly to the reduction in beach closures and overall health of our delicate harbor. Expanding the scope of reconstruction to include the far west end of Commercial Street from the West End Boat ramp to Provincetown Inn will continue our proactive approach to protecting Provincetown Harbor.

We continue to seek funding through submissions to the MassWorks Infrastructure Grant Program. This program does not require a Town Match and may have enough funding available to fully fund the project should we receive award.

FY 2021 outlines a potential Phase V Reconstruction of Commercial Street from the West End Parking Lot to the Provincetown Inn or an equivalent section. The funding request assumes that we will receive a grant and the funding can be used as match.

The roadway project would take into consideration the 2020 celebration. Priority in the pavement management plan will be given to a mill & overlay of the West End section of Commercial Street should we not receive a grant prior to 2020

Estimated Annual Budget Impact Amount:

Start Date:
07/01/2019

Estimated Duration:
5 years

Estimated Annual Budget Impact:

Project Benefits:

The proposed improvements will address the paving needs on Commercial Street.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

The deteriorating road conditions is becoming a hazard for all patrons and a liability for the town. The estimated project costs for phase V has grown considerably since last CIP submission because recent bid results received for phase 3 were considerably higher than it was for phase I and II.

Submitted by: **Public Works Director**

Dept. Head: **Richard J. Waldo**



Town of Provincetown

Capital Project Request

Department: **Public Works**

Date: **09/18/2018**

Project Title: Public Works Facility

Project Category: Building

Basis for Estimate: Estimate

Priority Area: d.Improvement of infrastructure

Project Type: Major Repair-Renovation

Department Priority: **4**

Estimated Project Costs

FY 2020	\$0.00
FY 2021	\$1,000,000.00
FY 2022	\$0.00
FY 2023	\$300,000.00
FY 2024	\$4,000,000.00
Total	\$5,300,000.00

Project Description:

The Department of Public Works recently purchased nearly \$1 million dollars worth of new vehicles that sit outside day and night, year round because of inadequate protective storage space at the current Highway Facility. The department will continue replacing vehicles and equipment short of their optimal lifespan because of this repeated exposure to the elements.

Preliminary design plans for a phased highway facility project was presented to both the Building Committee and the Board of Selectmen for endorsement to move forward with the project.

Next years CIP request would be used to construct an opened bay garage facility at the northern property boundary to house some of our heavy equipment. Phase II would involve constructing an administrative building with garages for both the Highway Department and the Building and Grounds Department.

* This project has been endorsed by the Cemetery Commission as it addresses their concerns that the Building and Grounds Department has out grown their space at the Cemetery which has negatively affected the sales of cremation plots.

Estimated Annual Budget Impact Amount:

Estimated Annual Budget Impact:

Start Date:
07/01/2020

Estimated Duration:
5 years

Project Benefits:

To protect expensive equipment from the elements to prolong their useful life. It turn this will reduce the cost burden on taxpayers as equipment replacement schedule can be extended.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Continued exposure to the elements have progressed the deterioration of our vehicles. Protecting our asset will extent its useful life and prevent unnecessary injury to staff from failed equipment.

Submitted by: **Public Works Director**

Dept. Head: **Richard J. Waldo**



Town of Provincetown

Capital Project Request

Department: **Public Works**

Date: **09/18/2018**

Project Title: Shank Painter Road Design & Construction

Project Category: Infrastructure

Project Type: Major Repair-Renovation

Basis for Estimate: Engineers Estimate

Department Priority: **4**

Priority Area: d.Improvement of infrastructure

Estimated Project Costs

FY 2020	\$320,000.00
FY 2021	\$0.00
FY 2022	\$0.00
FY 2023	\$3,500,000.00
FY 2024	\$0.00
Total	\$3,820,000.00

Project Description:

Shank Painter Road has become a transportation hub for the Town of Provincetown. Several municipal facilities and businesses front this roadway including Provincetown's Fire Station, Police Station and the local grocery store. This multi-modal roadway has outgrown it's original design and is in critical need for redevelopment.

Provincetown voted to appropriate funds to develop a conceptual design two years ago to lay the ground work for a long term project planning effort. The next phase of design following approval of the preliminary design would involve a final design and bid package including all plans, profiles, cross sections, details, estimates, specifications and relevant design elements in accordance with MassDOT and Federal Highway Administration design guidelines and directives.

The Town has successfully petitioned the regions Metropolitan Planning Organization to earmark funding in FY2023 for construction through the State's Transportation Improvement Program. In order to qualify for their funding you must meet strict MassDOT standards. FY2020 request for \$320,000 is to advance the preliminary design to MassDOT 100% submission. If the community decide to not to meet those strict design guidelines we would pursue funding through a town meeting vote. The CIP funding in FY 2023 reflects an estimate of what that construction cost would look like.

The actual project cost is estimated to be \$7.8 million dollars and assumes it will be fully funded by the State Transportation program. The \$3.5 million dollar project in FY 2023 is a skinny downed version of the project should we not receive State funding.

Estimated Annual Budget Impact Amount:

Estimated Annual Budget Impact:

Start Date:
07/01/2019

Estimated Duration:
5 years

Project Benefits:

To improve a deficient multi-modal roadway to ensure safe transportation for all users as the primary Gateway to our community.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Funding has been earmarked from the State's Transportation Improvement Program in FY2023 to cover the cost of construction.

Submitted by: **Public Works Director**

Dept. Head: **Richard J. Waldo**



Town of Provincetown Capital Project Request

Department: **Public Works**

Date: 09/18/2018

Project Title: **Ryder Street Outfall**

Project Category: **Infrastructure**

Basis for Estimate: **Engineers Estimate**

Priority Area: **d.Improvement of infrastructure**

Project Type: **Repair**

Department Priority: **4**

Estimated Project Costs

FY 2020	\$0.00
FY 2021	\$525,000.00
FY 2022	\$0.00
FY 2023	\$0.00
FY 2024	\$0.00
Total	\$525,000.00

Project Description:

The Town of Provincetown will need to submit another grant application to FEMA's Pre-Disaster Mitigation Grant Program for the mitigation of stormwater hazard through Ryder Street outfall improvement. In the past the Town was not awarded funding through this program however it was noted that our project had merit and we were placed on a waiting list incase any of the awarded communities dropped their projects. Funding never came available.

This grant program allow Municipalities the opportunity to receive funding towards costly remediation of natural hazards by covering 75% of costs. This request would cover 25% of the overall project cost (\$2.1 Million) which is the town's match should we receive an award.

Ryder Street Outfall mitigation has been on the Board of Selectmen's goals for the last several years. This funding request is contingent on successful award of grant funding.

Estimated Annual Budget Impact Amount:

Start Date:
07/01/2020

Estimated Duration:
5 years

Estimated Annual Budget Impact:

[Empty box for budget impact details]

Project Benefits:

To mitigate flooding hazards to Town Hall through Ryder Street outfall improvements.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

** This capital improvement request is contingent on award from FEMA's Pre-Disaster Mitigation Grant Program.

Submitted by: **Public Works Director**

Dept. Head: **Richard J. Waldo**



Town of Provincetown

Capital Project Request

Department: **Public Works**

Date: **09/18/2018**

Project Title: Standish Street Intersection Rehabilitation

Project Category: Infrastructure

Project Type: Reconstruction/Replacement

Basis for Estimate: Engineers Estimate

Department Priority: **3**

Priority Area: d.Improvement of infrastructure

Estimated Project Costs

FY 2020	\$0.00
FY 2021	\$500,000.00
FY 2022	\$0.00
FY 2023	\$0.00
FY 2024	\$0.00
Total	\$500,000.00

Project Description:

Realign the Standish Street intersection to improve pedestrian crossing through a very busy intersection. The project would involve a slight realignment of Bradford Street, relocating crosswalks, and providing a continuous sidewalk on the north side.

The project would extend as far west as High Pole Hill and make improvements to the Alden Street / High Pole Hill / Bradford Street intersection.

This section of roadway is the exit point of 3 major parking lots within town, the Monument parking lot, Alden St. parking lot, and Duarte's Parking Lot. There is a high volume of pedestrians that need to safely navigate around vehicles and bicycles.

The construction cost is estimated to be \$445,000 with an additional \$55,000 for engineering design, bidding, and construction costs.

Estimated Annual Budget Impact Amount:

Estimated Annual Budget Impact:

Start Date:

07/01/2019

Estimated Duration:

5 years

Project Benefits:

Project will provide safer pedestrian access to and from several area parking lot and across one of the Towns busiest intersection.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

In a tourist destination such as Provincetown it is imperative that we keep our residents and visitors safe and provide them with a safe alternative to navigate around town.

Submitted by: **Public Works Director**

Dept. Head: **Richard J. Waldo**



Town of Provincetown

Capital Project Request

Department: **Public Works**

Date: 09/18/2018

Project Title: Court Street Drainage Design

Project Category: Infrastructure

Project Type: New

Basis for Estimate: Engineers Proposal

Department Priority: 4

Priority Area: d.Improvement of infrastructure

Estimated Project Costs

FY 2020	\$150,000.00
FY 2021	\$0.00
FY 2022	\$1,500,000.00
FY 2023	\$0.00
FY 2024	\$0.00
Total	\$1,650,000.00

Project Description:

Court Street at the base of Winthrop Street has a history of severely flooding during prolonged rain events. Due to resident, business and overall public concern the FY2020 CIP request is for funding to investigate and design a pump station suitable to mitigate this drainage problem.

FY2022 is for the construction of a pump station ahead of the anticipated reconstruction of Shank Painter Road in FY2023. The pump station will likely pump to a series of infiltration trench located below the surface of Shank Painter Road.

Estimated Annual Budget Impact Amount:

Start Date:
07/01/2019

Estimated Duration:
5 years

Estimated Annual Budget Impact:

Project Benefits:

Project will provide safer pedestrian and vehicular travel along Court Street and prevent potential flooding damages to nearby businesses.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

In a tourist destination such as Provincetown it is imperative that we keep our residents and visitors safe and provide them with a safe alternative to navigate around town.

Submitted by: **Public Works Director**

Dept. Head: **Richard J. Waldo**



AGREEMENT

BETWEEN

TOWN OF PROVINCETOWN

(OWNER)

AND

GHD INC.

FOR

SERVICES

FOR

**FINAL DESIGN OF THE COURT STREET STORMWATER PUMP STATION AND
DRAINAGE IMPROVEMENTS**

(PROJECT)

August 2017



GHD – USA
Services Agreement

General Details:

Project Name	FINAL DESIGN OF THE COURT STREET STORMWATER PUMP STATION AND DRAINAGE IMPROVEMENTS	
The Project is	Develop final design, specifications, and cost estimate for a new stormwater pump station and required drainage improvements.	
"OWNER" and the "Client" means	Town of Provincetown 260 Commercial Street Provincetown, MA 02657	
OWNER's Designated Representative(s) is	Richard J. Waldo, P.E., Director of Public Works Tel: 508.487.7060 Email: rwaldo@provincetown-ma.gov	
OWNER's Authorized Signer is	Richard J. Waldo, P.E.	
"GHD" means	GHD Inc. 1545 Iyannough Road Hyannis, MA 02601	
GHD's Designated Representative is	Russell Kleekamp, Project Manager Tel: 774.470.1647 Email: russell.kleekamp@ghd.com	
GHD's Authorized Signer is	Marc R. Drainville, P.E., Associate Tel: 774.470.1630 Email: marc.drainville@ghd.com	Robert Butterworth, P.E., VP Tel: 315.679.5800 Email: robert.butterworth@ghd.com

Services:

Develop final design, specifications, and cost estimate for a new stormwater pump station and required drainage improvements as further defined in Exhibit A.

Fees:

\$125,000.00, as further defined in Exhibit A.

Period of Service:

Effective Date of this Agreement: as per last date on signature page.
 Project will be completed within 180 calendar days of authorization by OWNER, as further defined in Exhibit A.

Additional Exhibits:

Exhibit A – Scope of Services
 Exhibit B – Proposed Budget



GHD – USA Services Agreement

Services

1. The standard of care for any professional services performed or furnished by GHD under this Agreement will be the care and skill ordinarily used by members of the profession practicing under similar circumstances at the same time and in the same locality. GHD makes no warranties, express or implied, under this Agreement or otherwise, in connection with GHD's services.
2. Any questions in relation to the services being provided by GHD can be directed to the Job Manager.
3. Change of Scope. The scope of Services set forth in this Agreement is based on facts known at the time of execution of this Agreement. For some projects involving conceptual or process development services, scope may not be fully definable during initial phases. As the Project progresses, facts discovered may indicate that scope should be changed. GHD will promptly inform OWNER in writing of such situations, and if the facts discovered constitute a material change in project assumptions, the parties shall renegotiate the amended scope of this Agreement as necessary.

Information and Documents

4. OWNER shall designate and advise GHD of a person to act as OWNER's Representative who has complete authority with respect to the services. OWNER shall do the following in a timely manner:
 - (a) Provide all criteria and full Information as to OWNER's requirements for the Project;
 - (b) Assist GHD by providing all available Information pertinent to the Project (e.g. previous reports), all of which GHD may use and rely upon in performing the services; GHD will not be obligated to verify the accuracy of OWNER provided Information unless verification is included in GHD's scope of work;
 - (c) Arrange for site and property access as required for GHD to perform the services;
 - (d) Give prompt written notice to GHD of any event that affects the scope or timing of GHD's services.

Payment

5. Method of Payment. OWNER shall pay GHD the Fees as defined under the Exhibits.

Additionally, OWNER will pay for any additional approved services GHD undertakes, and any Liability, cost or expense GHD incurs, if:

- (a) The general approved scope, schedule, extent or character of Services is changed materially. In this event, the amount of compensation provided for herein shall be subject to equitable adjustment in accordance with paragraph 3, Change of Scope;
- (b) Any Information OWNER (or OWNER's employees, agents or contractors) provides to GHD is not complete and accurate;

- (c) Part or all of the Services are delayed or suspended (other than as a result of GHD's breach of the Agreement);
- (d) OWNER fails to pay an amount due under the Agreement; or
- (e) OWNER ends the Agreement before GHD has completed the services.

6. GHD will submit monthly invoices for services rendered and payment will be made within 30 days of OWNER's receipt of such invoices. Interest at 1% per month will be charged on all past due amounts. When the Fees are on the basis of a lump sum, fixed fee, or a percentage of construction cost for the Project, GHD's invoices will be based upon GHD's estimate of the proportion of the services actually completed at the date of the invoice. If OWNER objects to any invoice submitted by GHD, OWNER shall so advise GHD in writing giving reasons therefore within fourteen (14) days of receipt of such invoice. If no such objection is made, the invoice will be considered acceptable by OWNER.

Insurance

7. GHD shall maintain continuously during the life of this Agreement the following minimum insurance requirements:
 - (a) Workers' Compensation Insurance with statutory limits and Employer's Liability of at least \$1,000,000 per occurrence;
 - (b) Comprehensive General Liability Insurance with combined single limits of not less than \$1,000,000 in any one occurrence or in the aggregate, applicable to bodily injury, sickness, or death and for loss of or damage to property;
 - (c) Automobile Liability Insurance covering all owned, non-owned, or hired vehicles used by GHD with limits of not less than \$1,000,000 combined single limits applicable to bodily injury, sickness, or death of any one person per occurrence and for loss of or damage to property;
 - (d) Professional Liability Insurance in the amount of \$1,000,000 covering claims, damages and Liability arising out of, or resulting from, GHD's professional negligence in performance of the services.
8. The policies under 7(b) and 7(c) above shall: (1) name OWNER as an Additional Insured; (2) be endorsed to be primary and non-contributory to any other insurance maintained by OWNER.
9. GHD will provide OWNER with satisfactory evidence of the above insurances upon request.



GHD – USA Services Agreement

Total Liability for Damages

10. (a) Notwithstanding any other provisions of this Agreement, but subject to clause 10(b) below, to the maximum extent permitted by law, the total aggregate Liability of GHD to OWNER and/or anyone claiming by, through, or under OWNER shall be limited to the amounts set out in clause 7 for the relevant insurance policy or, if no insurance is applicable, to \$1,000,000.
- (b) With respect to professional errors or omissions only, notwithstanding any other provision of this Agreement, to the maximum extent permitted by law, the total aggregate Liability of GHD to OWNER and/or anyone claiming by, through, or under OWNER, for all Liabilities arising out of, or resulting from the professional errors or omissions of GHD in the performance or non-performance of the services shall be limited to \$1,000,000, or the total Fees actually paid to GHD under this Agreement, whichever is less.
- (c) Neither party to this Agreement shall be liable to the other for any indirect, special, incidental, punitive or consequential damages, including but not limited to loss of profits, arising in connection with the performance or non-performance of this Agreement.

Intellectual Property

11. All Documents prepared or furnished by GHD are instruments of service in respect of the Project and GHD shall retain an ownership and property interest therein whether or not the Project is completed. Any reuse without written verification or adaptation by GHD for the specific purpose intended will be at OWNER's sole risk and without Liability or legal exposure to GHD, and OWNER shall indemnify and hold harmless GHD from all claims, damages, losses and expenses including attorneys' fees arising out of or resulting therefrom.

Confidentiality, documents and information

12. GHD agrees to keep confidential and not disclose to any person or entity, other than GHD's employees and subcontractors, without the prior written consent of OWNER (which consent shall not be unreasonably withheld, delayed, or conditioned), all data and Information not previously known to GHD and marked "CONFIDENTIAL" by OWNER and provided in the course of GHD's performance of the services. This provision shall not apply to data or Information which is in the public domain or which was acquired by GHD independently from third parties not under any obligation to OWNER to keep such data and Information confidential or which GHD is required to disclose under any law, rule, regulation, ordinance, code, standard, or court order.

Termination

13. (a) The obligation to provide further services under this Agreement may be terminated by either party upon thirty days' written notice in the event of substantial failure by the other party to perform in accordance with the terms hereof through no fault of the terminating party. Upon such termination, OWNER shall pay to GHD all amounts owing to GHD under the Agreement, for all work performed up to the effective date of termination, plus reasonable termination costs.
- (b) This Agreement may be terminated for convenience by OWNER upon thirty days prior written notice to GHD. In the event of termination for convenience by OWNER, GHD shall be entitled to receive all amounts owing to GHD under the Agreement, for all work performed up to the effective date of termination, plus reasonable termination costs.

Indemnification

14. To the maximum extent permitted by law, each party shall indemnify and hold harmless the other party, its appointed and elected officials, partners, officers, directors, employees, and agents; from and against any and all Liabilities arising from the negligent or wrongful acts, errors, or omissions, or breach of contract, by a party; but only to the extent of that party's relative degree of fault.
15. In furtherance of these obligations, and *only* with respect to OWNER, GHD waives any immunity it may have or limitation on the amount or type of damages imposed under any industrial insurance, worker's compensation, disability, employee benefit, or similar laws. GHD ACKNOWLEDGES THAT THIS WAIVER OF IMMUNITY WAS MUTUALLY NEGOTIATED.

Dispute Resolution

16. Both parties agree in good faith to attempt to resolve amicably, without litigation, any dispute arising out of or relating to this Agreement or the work to be performed hereunder. In the event that any dispute cannot be resolved through direct discussions, the parties agree to endeavor to settle the dispute by mediation. Either party may make a written demand for mediation, which demand shall specify the facts of the dispute. The matter shall be submitted to a mediator mutually selected by the parties. The mediator shall hear the matter and provide an informal nonbinding opinion and advice in order to help resolve the dispute. The mediator's fee shall be shared equally by the parties. If the dispute is not resolved through mediation, the matter may be submitted to the judicial system, in the courts of general jurisdiction where the Project is located, in which event all litigation and collection expenses, witness fees, court costs and attorneys' fees shall be paid to the prevailing party.



GHD – USA Services Agreement

Independent Contractor

17. GHD shall act as an independent consultant and not as an agent or employee of OWNER, and will be solely responsible for the control and direct performance of the services provided by its employees and agents.

Assignment

18. This Agreement may be assigned by either party with the prior written consent of the other party.

Health and Safety

19. GHD shall only be responsible for the activities of its own employees and agents on the Project site with respect to safety.

Compliance with Laws, Permits and Licenses

20. This Agreement shall be governed by the law of the state where the Project is located. GHD shall perform its Services in accordance with applicable laws, regulations, ordinances, permits, licenses, and other rules.

Severability

21. The parties agree that, in the event one or more of the provisions of this Agreement should be declared void or illegal, the remaining provisions shall not be affected and shall continue in full force and effect.

No Third-Party Beneficiaries

22. Nothing in this Agreement shall be construed to create, impose, or give rise to any duty owed by OWNER or GHD to any third party. All duties and responsibilities undertaken under this Agreement shall be for the sole and exclusive benefit of OWNER and GHD. There are no intended third-party beneficiaries. Notwithstanding the foregoing, should a court find a third party to be a beneficiary of this Agreement, it is the intent of the parties that the judicially created third-party beneficiary be bound by and subject to all of the terms and conditions of this Agreement.

Notification Period

23. Any applicable Statute of Limitation shall be deemed to commence running on the date which the claimant knew, or should have known, of the facts giving rise to their claims, but in no event later than the date of the final invoice for GHD's services under this Agreement. To the maximum extent permitted by law, as a condition precedent to commencing a judicial proceeding, a party shall give written notice of their claims, including all amounts claimed, and the factual basis for their claims, to the other party within two (2) years of when the claimant knew, or should have known, of the facts giving rise to their claims, but in no event later than two (2) years from the date of GHD's final invoice for Services under this Agreement.

Complete Agreement

24. This Agreement represents the entire understanding between the OWNER and GHD, and supersedes all prior negotiations, representations, understandings or agreements, either written or oral. This Agreement may be amended only by written instrument signed by both the parties hereto.

25. All notices or other written communications required under this Agreement shall be given personally upon delivery or by certified mail, return receipt requested, upon deposit in a U.S. Mail receptacle to the appropriate parties at the addresses shown on the signature page.
26. This Agreement applies to all services undertaken by GHD for OWNER relative to this Project, including any services undertaken prior to the Effective Date hereof.

Definitions

27. Unless the context otherwise requires, in the Agreement:

"Additional Insured" means that the interests of the client will be noted on the relevant policy, but does not mean that the client is an "Insured" under that policy.

"Agreement" means the agreement executed by the parties in connection with the services, including these terms and exhibits.

"Designated Representative" means specific individuals who act as Engineer's and OWNER's representatives with respect to the services to be performed or furnished by Engineer and responsibilities of OWNER under this Agreement. Such an individual shall have authority to transmit instructions, receive information, and render decisions relative to the Project on behalf of the respective party whom the individual represents.

"Document" or "Documents" includes a written or electronic document.

"Fees" means the amount set out in the agreement details including disbursements.

"Information" includes documents and information provided pertinent to the project.

"Liability" or "Liabilities" means any and all liabilities for actions (whether sounding in tort, contract (express or implied), warranty (express or implied), statutory liability, strict liability, or otherwise); claims (including, but not limited to, claims for bodily injury, death, property damage, (including bodily injury, death, or property damage to employees) or arising under environmental laws); and costs or damages of every nature without limitation (including, but not limited to, reasonable attorneys' fees and costs of defense).

"Project" means the project(s) that the services relate to.

"Services" means the services set out in the agreement details (or otherwise the services GHD undertakes).

"OWNER" means the person(s) set out in the agreement details (and if more than one person, "OWNER" means each of those persons severally and all of them jointly).

This is **EXHIBIT A**, consisting of 4 pages, referred to in and part of the **Agreement between OWNER and ENGINEER for Professional Services** dated August 2017.

ENGINEER's Services

ENGINEER shall provide Basic and Additional Services as set forth below.

PART 1 – BASIC SERVICES

ENGINEER shall provide the following Services for the design of the Court Street Stormwater Pump Station:

Task 1. Develop Existing Conditions Plan

- Develop an existing conditions plan for the purpose of identifying property lines utilizing Town-provided Assessor data and a limited property line survey of the project area. Two (2) potential locations for the Stormwater Pump Station (SPS) have been identified by the Town (both are on Town property) with the preferred area 1) within the Town-owned right-of-way at the road shoulder of Winthrop Street and Court Street, and 2) the landscaped triangle adjacent to this location (see attached figure). A property line survey for Winthrop Street (side opposite the cemetery) from the intersection with Court Street to at most 100 feet on Winthrop Street will be included as part of this task. All other property line information will be based on Town-provided Assessor data.
- Perform a topographic/utility survey of the project area.
- Flag a small portion of the adjacent wetland on the corner of Shank Painter Road and Court Street and show on the survey plans.

Deliverables:

- 1) Submit plan showing topography, property lines, wetland flagging, and utilities.

Task 2. Subsurface Utility Review

- Review subsurface utility conflicts based on Owner-provided record drawing and survey plans. Identify potential areas of conflict and impacts to the overall design.

Deliverables:

- 1) List of potential utility conflicts and proposed solutions (to be discussed during Task 3 – Project Kick-Off Meeting).

Task 3. Project Kick-Off Meeting

- Attend Kick-Off Meeting with Owner to discuss design considerations, approach, and timelines.

Deliverables:

- 1) Meeting Minutes.

Task 4. Geotechnical Investigations

- Perform two (2) borings and develop a geotechnical evaluation for the new pump station structure.

Deliverables:

- 1) Boring logs and geotechnical reports.

Task 5. Perform Required Pump Station, Force Main, and Drainage Calculations

- Perform required calculations to develop desired storm frequency of capacity (maximum 25 year storm), pump station sizing, and force main sizing.

Deliverables:

- 1) Basis of Design Memorandum that will include sizing of stormwater infiltration facilities and recommended design that shall be considered under the Shank Painter Road reconstruction that is currently being performed by others. Provide recommendations for redirecting stormwater flow from Shank Painter Road at the intersection with Court Street and the commercial property (currently with a Stop & Shop on it) to reduce transient drainage in the project area.

Task 6. Conceptual Design, Specifications, and Cost Estimate

- Develop conceptual design, specifications, and cost estimate associated with the stormwater pump station. Design will be based on a submersible pump station with a prefabricated above-grade structure to house electrical equipment and controls only. Expected project design sheets shall include existing and proposed conditions, drainage, mechanical, landscaping, structural, electrical, plan and profile, and details of relevant stormwater pump station and force main components.
- Present the general layout of major construction elements to review with the OWNER. Conceptual Plans will note include all of the above sheets, and will be developed at the ENGINEER's discretion to present the overall goals of the project.
- Consider a pump station and force main that will only extend to the intersection of Shank Painter Road and Court Street. It is understood that another consultant is performing a road reconstruction project for Shank Painter Road that will include the receiving facilities for the stormwater pump station designed under this project.

Deliverables:

- 1) Conceptual Design Plans and Cost Estimate.

Task 7. Progress Meeting 1

- Prepare for and attend a progress meeting with the OWNER.

Deliverables:

- 1) Meeting Minutes.

Task 8. Permit Level Design, Specifications, and Cost Estimate

- Develop permit level design, specifications, and cost estimate associated with the stormwater pump station.
- Advance the conceptual design elements as discussed with the OWNER and develop suitable design plans for submission of a Request for Determination of Applicability. Permit level plans will include additional design sheets and construction details at the ENGINEER's discretion.
- Include front-end documents suitable for Massachusetts General Law Chapter 149 bidding requirements and the required technical specifications.

Deliverables:

- 1) Permit Level Design Plans, Preliminary Project Specifications, and Cost Estimate.

Task 9. Progress Meeting 2

- Prepare for and attend a progress meeting with the OWNER.

Deliverables:

- 1) Meeting Minutes.

Task 10. Permitting

- Prepare, submit, and attend one (1) hearing for a Request of Determination of Applicability (RDA) with the Provincetown Conservation Commission.

Deliverables:

- 1) RDA Permit Application.

Task 11. Final Design, Specifications, and Cost Estimate

- Develop final design, specifications, and cost estimates suitable for project bidding.

Deliverables:

- 1) Final Design Plans, Specifications, and Cost Estimate.

Task 12. Additional Project Meetings

- Prepare for and attend up to three (3) additional progress meetings with OWNER or requested parties.

Deliverables:

- 1) Meeting Minutes.

PART 2 – ITEMS NOT INCLUDED AS PART OF THIS AGREEMENT

The following items and design components are not included as part of this Agreement and would require an amendment to this Agreement:

- Placement of a submersible pump station at a location not identified as the two priority locations being the road shoulder of Winthrop Street and Court Street or the adjacent triangle to the site.
- Development and submission of any permit other than a Request for Determination of Applicability.
- Design of a permanent generator.
- Design of force main or drainage facilities within the Shank Painter Road right-of-way. Recommendations for sizing of the receiving stormwater infiltration facilities will be provided for the OWNER's consultant to consider for the Shank Painter Road Reconstruction Project.
- Bidding, Construction Administration, or Resident Project Representative services.

PART 3 – PAYMENTS TO ENGINEER FOR SERVICES

A3.01 Compensation for Basic Services

- A. OWNER shall pay ENGINEER for Basic Services set forth in Exhibit A as follows:

1. OWNER shall pay ENGINEER a Lump Sum amount of One Hundred Twenty Five Thousand Dollars and Zero Cents (\$125,000.00).
2. ENGINEER may alter the distribution of compensation between individual phases noted herein to be consistent with services actually rendered, but shall not exceed the total Lump Sum amount unless approved in writing by the OWNER.
3. The Lump Sum includes compensation for ENGINEER's services and services of ENGINEER's Consultants, if any. Appropriate amounts have been incorporated in the Lump Sum to account for labor, overhead, profit, and reimbursable expenses.

B. ENGINEER shall submit invoices on a monthly basis. Invoices shall be accompanied by a budget summary illustrating the current budget, previous expenditures, expenditures for current month, total expenditures to date, present budget to date, and budget remaining for each task item identified in Exhibit B.

A3.02 *Period of Service*

- A. The compensation amount stipulated above is conditioned on a period of service not to extend beyond 180 calendar days after authorization by OWNER. If such period of service is extended, the compensation amount for ENGINEER's services shall be appropriately adjusted.

DRAFT

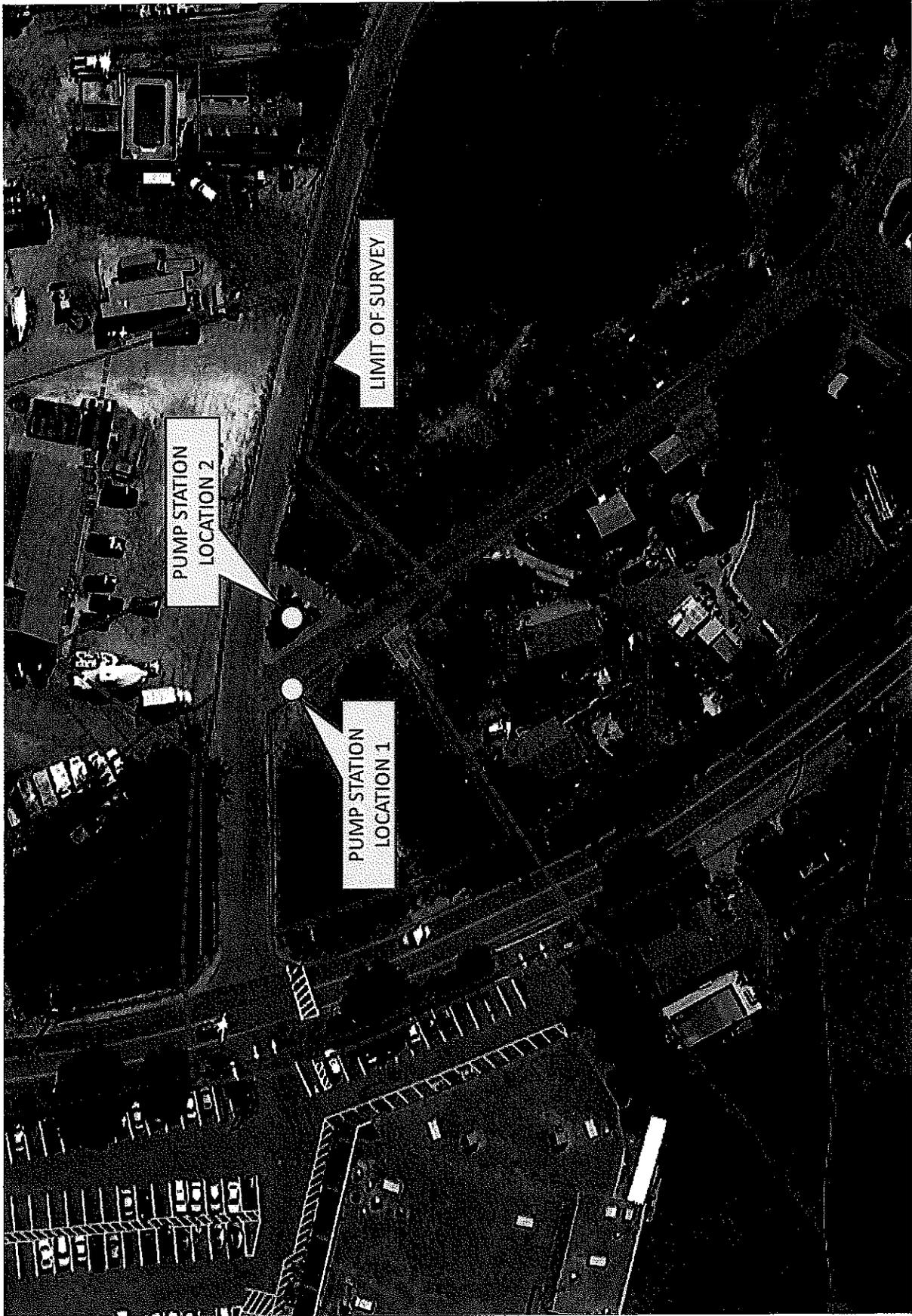


Exhibit B
Proposed Budget for
Court Street Storm Water Pump Station
Town of Provincetown, Massachusetts
August 14, 2017

Task	Estimated Labor Hours										Total Hours	GHD Labor Cost	Expenses/Outside Tech Services	Total
	Project Principal Robert Buterworth, P.E., BCEE	Project Director Marc Drainville, P.E., BCEE	Project Manager Russell Keekamp	Project Engineer Jessica P. Janney Jeff Bellino, P.E.	Staff Engineer Sara Greenberg, P.E.	Managing Designer Anastasia Rudneko, P.E.	Managing Designer James D. Foslck	Building Services / Senior Designer	Word Processing Laura Muir					
1 Develop Existing Conditions Plan	0	0	2	0	0	0	8	0	0	0	10	\$1,730	\$7,917	\$9,647
2 Suburface Utility Review	0	0	4	8	0	0	0	0	0	0	12	\$2,044	\$113	\$2,157
3 Project Kick-Off Meeting	0	2	4	0	0	0	0	0	2	0	8	\$1,350	\$97	\$1,447
4 Geotechnical Investigations	0	0	2	4	30	0	0	0	0	0	36	\$4,832	\$8,149	\$12,981
5 Perform Required Pump Station, Force Main and Drainage Calculation	0	2	4	30	80	20	0	0	0	0	136	\$19,514	\$674	\$20,188
6 Develop Conceptual Design Plans, Specifications and Cost Estimate	2	4	8	24	60	60	50	0	0	0	208	\$31,854	\$962	\$32,816
7 Progress Meeting #1 and Minutes	0	0	4	4	4	0	0	0	2	0	10	\$1,534	\$105	\$1,639
8 Develop Permit Level Design Plans, Specifications and Cost Estimate	2	4	4	20	32	40	24	0	0	0	126	\$19,682	\$569	\$20,251
9 Progress Meeting #2 and Minutes	0	0	4	4	8	4	0	0	2	0	10	\$1,534	\$105	\$1,639
10 Permitting - RDA	0	0	4	8	8	4	0	0	0	0	24	\$3,732	\$166	\$3,898
11 Develop Final Bid Plans, Specifications and Cost Estimate	1	2	4	16	24	24	16	0	0	0	87	\$13,461	\$413	\$13,874
12 Additional Project Meetings	0	0	12	12	0	0	0	0	0	0	24	\$4,224	\$241	\$4,465
TOTAL TASK 1-12	5	14	56	130	234	156	90	6	691	\$105,491	\$19,509	\$125,000		



Town of Provincetown Capital Project Request

Department: **Public Works**

Date: 09/18/2018

Project Title: Fuel Dispensary System

Project Category: Equipment-Other

Project Type: New

Basis for Estimate: Quotation

Department Priority: 5=Urgent

Priority Area: b.Timely asset replacement to avoid future costs

Estimated Project Costs

FY 2020	\$50,000.00
FY 2021	\$0.00
FY 2022	\$0.00
FY 2023	\$0.00
FY 2024	\$0.00
Total	\$50,000.00

Project Description:

The Public Works Department is responsible for the fuel dispensary system that is utilized by several Town departments including the Regional Transit Authority, Lower Cape Ambulance and the Airport. The existing fuel management system is nearly 10 years old and we are no longer able to receive technical support.

The funding request is to replace the fuel dispensary at the Highway garage and the supporting software used by DPW administration.

Estimated Annual Budget Impact Amount:

Start Date:

07/01/2019

Estimated Duration:

1 years

Estimated Annual Budget Impact:

Project Benefits:

Timely replacement of a critical operation component of several town departments the require fuel.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

There would be significant issues tracking fuel consumption without a fuel management system. Reimbursement of outside entities that use fuel supplied by the Town would be difficult to track and invoice.

Submitted by: **Public Works Director**

Dept. Head: **Richard J. Waldo**

MECO Environmental Services, Inc.

1119 Washington Street
Weymouth, Massachusetts 02189

(781) 331-6446
Fax (781) 331-4666

Quotation

#7480

Date: 24-Jul-18

Order No.: Per Lynn Martin

To

Town of Provincetown
Department of Public Works
260 Commercial Street
Provincetown, MA 02657

Ship To:

Provincetown Dept. of Public Works

Provincetown, MA

Sales Person	Date Shipped	Shipped Via	F.O.B. Point	Terms
JGM	TBD		Provincetown	Upon Receipt
Quantity	Description	Unit Price	Total	
	Field Service work as requested to remove the existing Dresser Wayne IX fuel dispensers and to furnish and install complete new Dresser Wayne dual product commercial grade fuel dispenser with IX fuel management system.			
	Attached please find a complete equipment list for your review. As noted, this quotation is for a new Dresser Wayne Direct Wired IX fuel management system through existing UG electrical conduits to the DPW Facility.			
	Furnish new dual product Dresser Wayne IX fuel dispenser on top of a new Fairfield Industries Stainless Steel dispenser sump box for electrical and mechanical connections.			
	All new Stainless Steel Flex Connectors and OPW Crash Valves as required			
	Submersible Fuel Pumps to be reused.			
	New Fuel Management System Start Up and Training Included. Permit fees due the Town of Provincetown are assumed to be waived. Sales Tax exempt.			
	Job Complete:			\$50,000.00

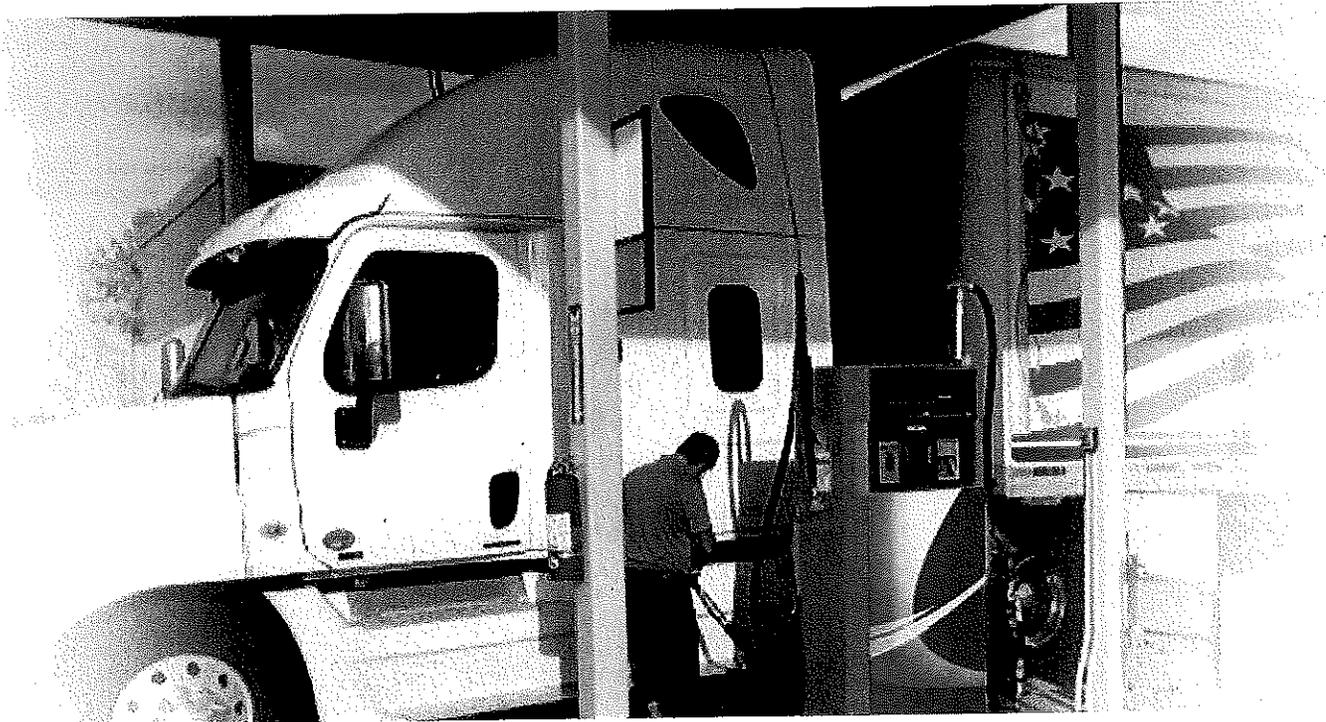
THANK YOU

Wayne
FUELING SYSTEMS

WAYNE IX FLEET™ FUEL CONTROL SYSTEM

Advanced in-dispenser fleet fueling control





Access control at the point of fueling

Keeping vehicles fueled is the lifeline of organizations that depend on a fleet for their operations, and it involves much more than simply having fuel dispensers on site. Fuel must be readily accessible to employees who need it to perform their jobs, but also restricted from unauthorized users. Plus, management needs the correct information to maintain fuel inventory and be aware of any vehicle maintenance and operations issues.

The Wayne iX Fleet™ fuel control system, used in conjunction with Wayne Select™ electronic fleet dispensers, helps improve efficiency through sophisticated technology. Consisting of an in-dispenser terminal (IDT) and a controller, the iX Fleet fuel control system delivers remote and on-site fleet fueling control and management for one location or many.

Installed in Select electronic fleet dispensers, the IDT helps simplify installation and the user interface by moving access control directly to the point of fueling. The distributed system architecture allows each dispenser to independently authorize fueling transactions for a quicker response and enhanced up-time. The iX Fleet fuel controller uses Microsoft® Windows® operating system and SQL Server databases to capture and store information from the dispenser, as well as provide centralized remote system management. It also delivers advanced reporting functionality, all from an easy-to-use dashboard display interface. Software is pre-loaded on the controller, simplifying, and expediting the system start-up.

complete sec
d

control

Secure access control

The IX Fleet fuel control system provides a wide range of controls so you can tightly manage your fueling operation.

Vehicle Controls

- Control which vehicles have fueling access
- Limit the maximum amount of fuel per transaction
- Help ensure accurate odometer entry with odometer reasonability controls
- Specify and restrict fuel type by vehicle
- Flag vehicles in violation of allowable MPG ranges
- Limit fueling locations

Employee Controls

- Control which employees are allowed fueling access
- Restrict the number of times an employee can access fuel per day
- Specify the types of vehicles an employee can fuel
- Limit fueling locations

Dispenser Controls

- Stipulate days of the week and hours per day a dispenser is accessible
- Restrict fill amount per dispenser
- Automatically disable a dispenser after several "no quantity" transactions



controls

Distributed dispenser control

Each Select electronic fleet dispenser is equipped with an IDT for user entries, authorization, control, and transaction recording which provides redundancy to make sure your fleet stays on the road. For the ultimate in convenience, dual hose dispensers may be equipped with an IDT on each side, with access to one or both hoses. Or for a more economical solution, only one IDT may be installed on one side of the dual dispenser, allowing simultaneous control of both hoses. Select electronic fleet dispensers may be ordered from the factory with IDTs, or existing Select electronic fleet dispensers may be easily retrofitted with the terminals.

User-friendly interface

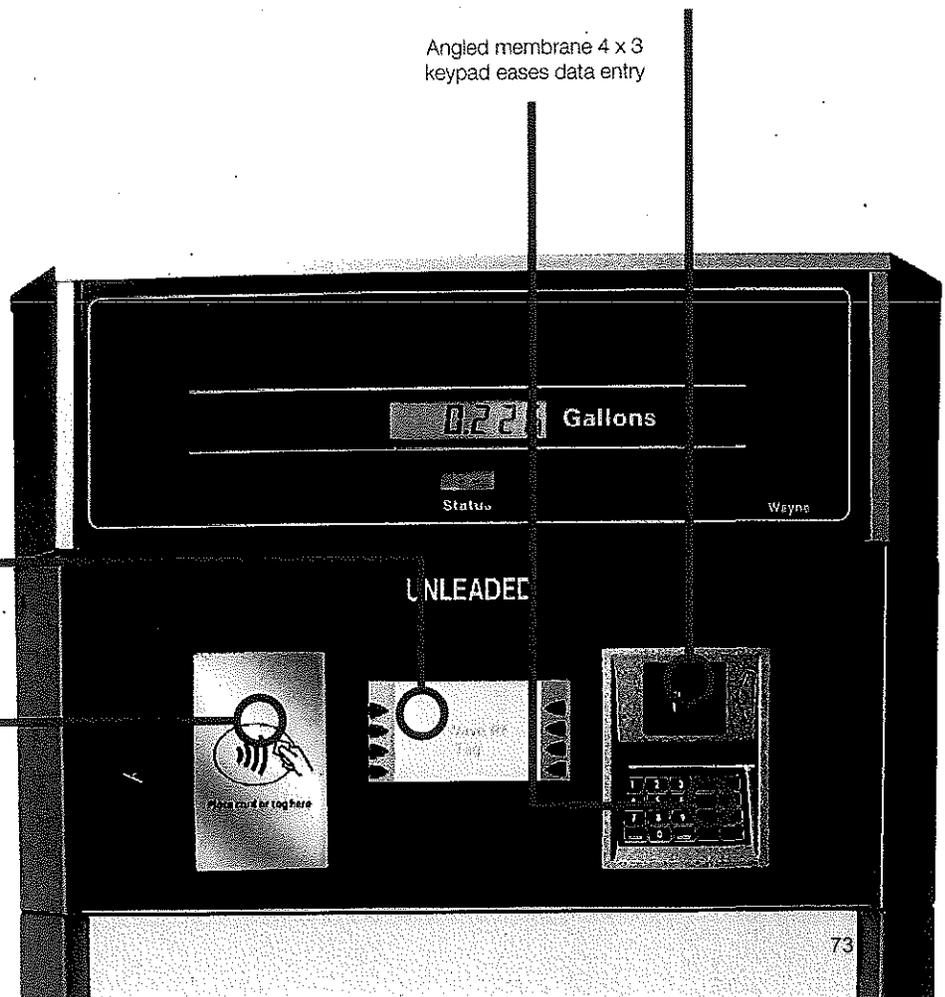
The IDT delivers a fueling experience similar to familiar retail dispensers with pay-at-the-pump terminals.

Mag stripe card reader provides flexibility to use existing cards (one of: RFID, HID, Indala, or mag stripe reader)

Angled membrane 4 x 3 keypad eases data entry

Large 6" qVGA display w/ 8 soft keys provides intuitive user interface

RFID tag, HID tag/card, or Indala tag/card reader for simple, fast contact-less identification



flexibility

Flexibility to fit your requirements

Authenticate access to fuel either by vehicle or user, and select the ideal identification method including:

- Radio Frequency ID (RFID) contactless key fob
- Magnetic stripe card
- HID or Indala proximity card or tag
- Keypad entry

HID, Indala, and mag-stripe options provide the flexibility to use existing building security or national fleet cards for authorizing transactions, eliminating the inconvenience of carrying a second tag or card for fueling authorization. IDs on the tags or cards are linked to the databases on the controller to allow the control of fueling parameters. In addition to authenticating users or vehicles, the iX Fleet fuel control system can prompt for additional information at the dispenser such as odometer readings, employee or vehicle identification numbers, or specific details relevant to your organization.

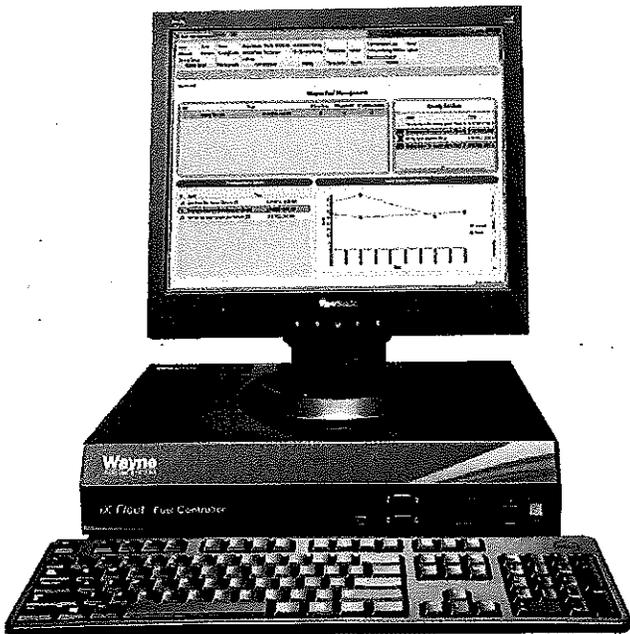


manage

Centralized management

The iX Fleet fuel controller with department, employee, and vehicle SQL databases puts centralized management control at your fingertips. Access IDs are linked to the databases, and you can easily change fueling parameters at any time. All changes are conveniently entered on the central iX Fleet fuel controller and are automatically downloaded to each dispenser, along with the latest odometer information gathered from fueling transactions. Vehicle type and employee templates with common parameters simplify data entry.

The detailed reporting functionality of the iX Fleet fuel control system provides further insight into your operations. Using the flexible report writer, users can create custom transaction reports and sort data by department, specified values, ranges, times, and field entry parameters. The system also helps you control your fuel inventory by calculating tank inventories from dispenser transactions and tank delivery and adjustment entries.



Advanced IP communication

Each IDT and controller are equipped with an IP address.

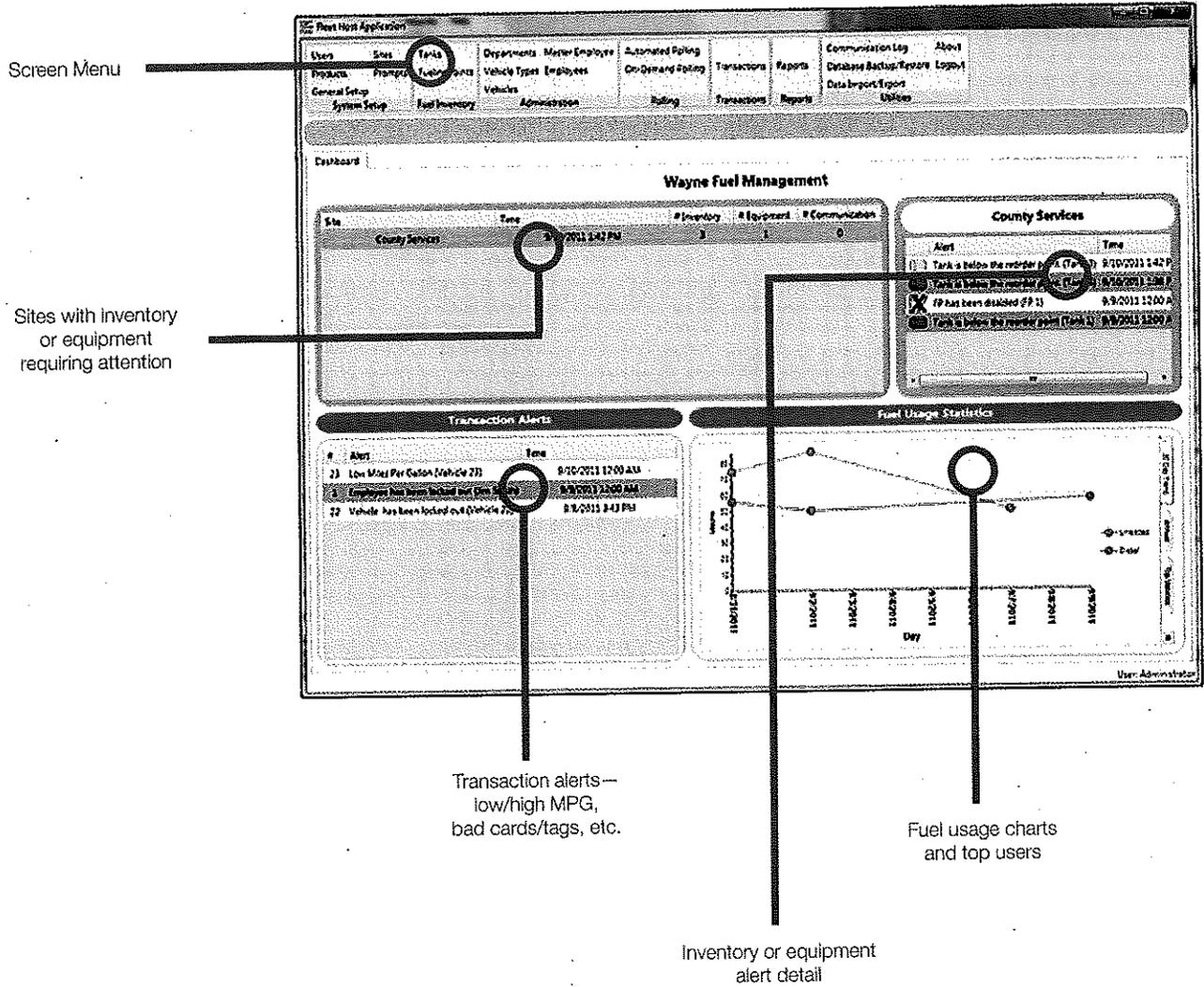
Single Sites: Run Ethernet cables between the IDTs and controller directly or communicate across your network by simply plugging each device into the LAN. Utilize wireless modem option for a convenient communication alternative for extended distances or where direct cabling is prohibitive.

Multiple Sites: Centrally locate the controller and connect to the LAN, and also plug each of the dispensers into the LAN.

Information from the iX Fleet fuel controller database is automatically sent to each IDT. Dispenser transactions are then based on the most up-to-date records, such as authorized employees or new vehicles added to the fleet. Similarly, IDT data is automatically gathered by the controller, so you have central access to the latest information from all of your sites. If IDTs lose communication with the controller, they continue to authorize fuelings and store transactions for transmission to the controller once communication resumes.

Management dashboard software

The visual dashboard display on the iX Fleet fuel controller helps simplify fuel site management by providing a real-time snapshot of items requiring attention in your entire fueling operation on a single screen.



The iX Fleet fuel control dashboard helps you answer critical questions at-a-glance.

- Which locations need fuel?
- Are all sites, fueling equipment, and communications functioning properly?
- Were all users able to get fuel? If not, why?
- Do any vehicles require maintenance?
- Are there any potential pilferage issues?
- What is our fuel usage and how does it compare to past records?

Specifications

In-Dispenser Terminal (IDT) Hardware

Location: Factory-installed on Select electronic fleet dispensers or available as a retrofit

Access Identification: One of - RFID contactless key fob (p/n WP000362-0001 - qty of 25), magnetic stripe card, or HID proximity card or tag - plus keypad entry

Display: 6" qVGA monochrome display with eight soft keys for user selections

ID Readers (one of):

RFID Reader: ISO 15693 contactless reader. Reads Wayne RFID fuel tags.

Mag Stripe Reader: ABA Track I & II, dual head

HID Reader: ProxPoint Plus 6005B 125kHz Proximity Reader. Reads HID ProxCard II, ProxCard Plus, Proxkey II key fobs, or MicroProx tags.

Indala Reader: 125kHz proximity reader. Reads Indala 26-bit format cards/tags.

Keypad: 4 x 3 membrane keypad. 0-9, enter, & clear keys

CPU: Wayne IX R2 CPU board. 32-bit embedded processor. 5 USB ports.

CANbus communication to dispenser.

Operating System: Windows CE™

Transaction Backup: Redundant 128MB flash, 1 GB SD card, and USB key

Communication: 4-port Ethernet switch for connecting to network, other on-site IDTs, or direct wiring to controller.

Heater: 550W heater fan, thermostatically controlled

Approvals: UL-Listed; CSA (HID & Indala reader options are not CSA)

Model Identification

New Dispensers:

Identified in second suffix position of Select dispenser model number

- e.g. 3/G7201P/2J/D1J

D1 = RFID reader, one side

D2 = RFID reader, two sides

D3 = Mag stripe card reader, one side

D4 = Mag stripe card reader, two sides

D5 = Keypad only, one side

D6 = Keypad only, two sides

D7 = HID reader, one side

D8 = HID reader, two sides

D9 = Indala reader, one side

D10 = Indala reader, two sides

Retrofit Models:

p/n W2893050-xxx (see xxx suffix below)

-001 Keypad only, one side

-002 Mag reader, one side

-003 RFID reader, one side

-004 Keypad only, two sides

-005 Mag reader, two sides

-006 RFID reader, two sides

-007 HID reader, one side

-008 HID reader, two sides

-009 Indala reader, one side

-010 Indala reader, two sides

IDT Software

System Capacity:

- Up to a total of 6000 vehicles and employees
- Up to 1,000,000 transaction storage if off-line from IX Fleet Controller

Access Control: Configurable - set system for one or other

- Access id identifies vehicle with optional manual entry of employee id
- Access id identifies employee with optional manual entry of vehicle id

Vehicle Controls:

- Fuel type restriction
- Fuel site restriction
- Maximum fuel per transaction
- Maximum fuelings per day
- Odometer reasonability
- MPG exception

Employee Controls:

- Maximum fuelings per day
- Vehicle type restriction
- Fuel site restriction

Wireless Modem Kit

Communication: 802.11N 5GHz. Line of sight up to 1.5 miles.

Hardware: Includes one modem with POE adapter and mounting bracket with 90° adjustment and 16" pole. (p/n WP000466-0001)

Location: Order minimum 2 kits. One for fueling island and one for controller building. May utilize two modems at fueling island if dispensers are far apart (preventing wiring together) but still within read range cone of controller modem.

IX Fleet Fuel Controller V2 Hardware

Location: On-site for local control of single site or remote for centralized control of multiple sites.

Hardware: Single board computer controller. Dual-core 1.86GHz processor, 4GB RAM, 120GB solid state drive, battery back-up for graceful shutdown, fan-less. Five USB ports (1 front, 4 rear) for software loading and backup, keyboard, mouse, and user-supplied printer. Includes controller, monitor, keyboard, and mouse (p/n WU015626-0001). Horizontal shelf or vertical wall-mount.

Operating System: Windows Embedded 8.1 Industry Pro

Communication: Two Ethernet ports. Can segment IDT and outside communication.

Environmental: 120VAC / 240VAC. 32°F to 104°F (0°C to 40°C), weather-protected.

Dimensions: 17" w x 14 1/8" D x 3 7/16" H (43.2cm x 35.9cm x 8.7cm)

Approvals: C-UL-US Listed

IX Fleet Fuel Controller Software

Database Software: Microsoft SQL Server

User Security: 3 levels - view only, view and modify (except transaction edits and database backup/restore), all

Management Dashboard: Single screen with tank reorder, equipment problem, and transaction error alerts; and fuel usage statistics and charts.

Vehicle Database: Authorized vehicles, descriptive vehicle information, vehicle controls, and entry prompts.

Employee Database: Authorized employees, descriptive employee information, employee controls, and entry prompts.

Department/Account Database: Descriptive department or account information. Discounting option to decrement/increment cents from account's transaction price.

Vehicle Type Database: Groups vehicles by type for reporting and to simplify entry of common vehicle controls.

Transaction Database: Fuel transactions polled from IDTs.

Multi-year capacity.

Tank Inventory: Book inventory with delivery and adjustment entries.

Fueling Points: Accumulative totalizer readings with YTD totals. Ability to load price or cost by fueling point on demand or calculate average cost after each fuel delivery cost entry.

Transactions: Transaction log for viewing transactions. Add off-site or off-line transactions to maintain complete vehicle and employee records. Edit transaction capability with audit log.

Communication: Online with IDTs through direct or network connection every five minutes or on demand. If communication is lost, data is retained and transmitted upon resuming communication.

Reports: Wide variety of standard department, vehicle, employee, dispenser, and inventory reports. Also includes report writer for creating custom fuel usage reports by specified sort fields, field values, and time parameters.

Data Import/Export: Import employee and vehicle files using Excel template. Export transactions by date and time range in XML format

Service Utilities: Communication and service logs for determining component status and diagnose problems.

Database Utilities: Backup and restore capabilities

Austin, Texas, USA | Malmö, Sweden | Rio de Janeiro, Brazil | Shanghai, China



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Town of Provincetown

Capital Project Request

Department: **Public Works**

Date: 09/18/2018

Project Title: VFW Building Demolition

Project Category: Building

Project Type: New

Basis for Estimate: Estimate

Department Priority: 3

Priority Area: d.Improvement of infrastructure

Estimated Project Costs

FY 2020	\$90,000.00
FY 2021	\$0.00
FY 2022	\$0.00
FY 2023	\$0.00
FY 2024	\$0.00
Total	\$90,000.00

Project Description:

The Town would like to move forward developing a program to utilize the VFW site for housing. This request is to remove the existing building from the site.

The building does not have a useful purpose, is not being maintained and could potentially be a liability to the town. Removing the building will allow us to proceed with future plans for the site and will allow the town to use the entire site for parking until construction begins on the site.

Estimated Annual Budget Impact Amount:

Start Date:
07/01/2019

Estimated Duration:
2 years

Estimated Annual Budget Impact:

[Empty box for budget impact details]

Project Benefits:

Make efficient use of vacant Town land and provide a key first step to move the site forward for development.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

[Empty box for additional information]

Submitted by: Public Works Director

Dept. Head: Richard J. Waldo



Town of Provincetown

Capital Project Request

Department: **Public Works**

Date: **09/18/2018**

Project Title: **Facilities Plan**

Project Category: **Technology**

Project Type: **New**

Basis for Estimate: **Estimate**

Department Priority: **3**

Priority Area: **e.Improvement of productivity/efficiency**

Estimated Project Costs

FY 2020	<u>\$50,000.00</u>
FY 2021	<u>\$0.00</u>
FY 2022	<u>\$0.00</u>
FY 2023	<u>\$0.00</u>
FY 2024	<u>\$0.00</u>
Total	<u>\$50,000.00</u>

Project Description:

The Town is in need of a facilities plan to prepare for and manage the growing need for storage and office space. With the loss of the old community center and the pending removal of the VFW facility it is getting more difficult to find adequate space to store Town records. The addition of key Town positions such as a Town Engineer, Town Manager Chief of Staff, and a Parking & Emergency is making it more difficult to find adequate office space for these positions.

The facilities plan will help identify parcels owned by the Town of Provincetown with building infrastructures, determine the building use and size, identify storage space needs for Town Records, identify alternatives for record keeping, and identify potential areas to make available for Town use.

Estimated Annual Budget Impact Amount:

Start Date:
07/01/2019

Estimated Duration:
5 years

Estimated Annual Budget Impact:

Project Benefits:

Make efficient use of Town infrastructure to improve operations.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Submitted by: **Public Works Director**

Dept. Head: **Richard J. Waldo**



Town of Provincetown Capital Project Request

Department: Public Works

Date: 09/18/2018

Project Title: Building HVAC Expansion Town Hall

Project Category: Building

Project Type: Major Repair-Renovation

Basis for Estimate: Estimate

Department Priority: 5=Urgent

Priority Area: e.Improvement of productivity/efficiency

Estimated Project Costs

FY 2020	<u>\$250,000.00</u>
FY 2021	<u> </u>
FY 2022	<u> </u>
FY 2023	<u> </u>
FY 2024	<u> </u>
Total	<u>\$250,000.00</u>

Project Description:

The existing air conditioning system at the Town Hall operates as a single zone system. Efficient cooling for the lower and main floor work areas and to the second floor auditorium area cannot be accomplished simultaneously. This project will expand the current air conditioning and associated operating systems to allow for the efficient cooling of the entire building.

Estimated Annual Budget Impact Amount:

Start Date:
07/01/2019

Estimated Duration:
1 year

Estimated Annual Budget Impact:

[Empty box for budget impact]

Project Benefits:

This project will provide a comfortable building environment for all users and accommodate the expanding summer use of the auditorium.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

The current configuration of the system has been a source of complaint from the public, performers, and renters of the auditorium. Grant sources will be pursued as funding sources if applicable.

Submitted by: Public Works Director

Dept. Head: Richard J. Waldo



Town of Provincetown

Capital Project Request

Department: **Public Works**

Date: **09/18/2018**

Project Title: **Police Station Supplement Funding**

Project Category: **Building**

Project Type: **New**

Basis for Estimate: **Estimate**

Department Priority: **5=Urgent**

Priority Area: **a.Imminent threat to safety of citizen/property**

Estimated Project Costs

FY 2020	\$4,000,000.00
FY 2021	\$0.00
FY 2022	\$0.00
FY 2023	\$0.00
FY 2024	\$0.00
Total	\$4,000,000.00

Project Description:

A preliminary design for the new police station on Jerome Smith Road has been completed and geotechnical analysis of the site has been performed. Given the presence of high ground water a full foundation as originally depicted on a concept design presented at Town Meeting would not be feasible to construct. A two story building on a slab was the preferred method for the building.

The Building Committee along with staff worked with the design team to fine tune the building program ensuring we meet all State building regulations while satisfying the critical needs of the police department. The latest preliminary design is about 300 sq.ft. more than the concept design presented at Town Meeting but still under the 14,000 sq.ft. threshold the Building Committee had set.

Preliminary cost estimates are considerably higher than originally estimated as a result of a strong economy and recent tariffs imposed on steel and lumber commodities. The Building Committee is working with the design team to value engineer the project to reduce the probable project cost. However, it appears the project will need to go back before Town Voters for additional funding for the project to move forward with construction.

Estimated Annual Budget Impact Amount:

Start Date:
07/01/2019

Estimated Duration:
3 years

Estimated Annual Budget Impact:

[Empty box for budget impact details]

Project Benefits:

Keeps the Town on task for a long overdue critical project.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

The Town has invested significant amount of money over the years to build a new police facility knowing the longer things get delayed the higher the cost is going to be. The Police Department has outgrown the current facility and that is not going to change. The Town needs a new police headquarters and further delay will only result in higher costs down the road.

Submitted by: **Public Works Director**

Dept. Head: **Richard J. Waldo**



Town of Provincetown

Capital Project Request

Department: _____

Date: _____

Project Title: _____

Project Category: _____

Project Type: _____

Basis for Estimate: _____

Department Priority: _____

Priority Area: _____

Estimated Project Costs

Project Description:

FY 2020 _____

FY 2021 _____

FY 2022 _____

FY 2023 _____

FY 2024 _____

Total _____

Estimated Annual Budget Impact Amount:

Estimated Annual Budget Impact:

Start Date:

Estimated Duration:

Project Benefits:

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Submitted by: _____

Dept. Head: _____



Town of Provincetown Capital Project Request

Department: **DPW - Water - 450**

Date: **09/10/2018**

Project Title: **Vehicle Replacement**

Project Category: **Equipment-Vehicular**

Basis for Estimate:

Priority Area: **d.Improvement of infrastructure**

Project Type: **Reconstruction/Replacement**

Department Priority: **3**

Estimated Project Costs

FY 2020	\$40,000.00
FY 2021	\$0.00
FY 2022	\$35,000.00
FY 2023	\$30,000.00
FY 2024	\$35,000.00
Total	\$140,000.00

Project Description:

The FY2020 request is to replace a 2007 Ford F-250 utility service truck with approximately 90K miles used for distribution system operations. This truck carries necessary tools and parts for water service and main repairs, and parts for meter service and repairs. The intent is to purchase a similar truck on an F-350 chassis.

FY2022: Replacement of 2011 Ford Ranger utility service truck

FY2023: Replacement of 2011 Ford Ranger pickup used for treatment operations

FY2024: Replacement of 2013 Ford F150 used for distribution system supervisor

Estimated Annual Budget Impact Amount:

Start Date:
07/01/2021

Estimated Duration:

Estimated Annual Budget Impact:

[Empty box for budget impact details]

Project Benefits:

Timely replacement of fleet vehicles ensures minimal downtime due to mechanical failures (avoids disruptions to customer service response times), and allows disposal while vehicle still has decent residual value

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

[Empty box for additional information]

Submitted by: **DPW - Water Superintendent** Dept. Head: **Cody J. Salisbury**



Town of Provincetown Capital Project Request

Department: **DPW - WATER - 450**

Date: **09/18/2018**

Project Title: Knowles Crossing Pumping Station Reconstruction

Project Category: Building

Project Type: Major Repair-Renovation

Basis for Estimate:

Department Priority: **4**

Priority Area: b. Timely asset replacement to avoid future costs

Estimated Project Costs

FY 2020	\$1,400,000.00
FY 2021	\$0.00
FY 2022	\$0.00
FY 2023	\$0.00
FY 2024	\$0.00
Total	\$1,400,000.00

Project Description:

The original Knowles Crossing pumping station, built over 100 years ago, is in need of reconstruction/renovation. The building is a critical storage space for Water Department vehicles, equipment, and necessary distribution system parts inventory.

A structural evaluation was performed in 2013 in order to evaluate a possible renovation. The building was found to be in "fair" condition overall, with localized weathering and rot to various framing members.

This funding request will provide funds to perform current engineering and design services for a full scale building renovation or reconstruction to be performed in FY2020.

Estimated Annual Budget Impact Amount:

Start Date:
07/01/2019

Estimated Duration:

Estimated Annual Budget Impact:

Project Benefits:

Maintains a valuable asset that is a critical storage space for Water Department equipment and inventory

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Funding that was originally approved for this project was used entirely for Phase III Commercial Street water main replacement after a condition assessment proved the water main had suffered significant structural degradation. If not approved, the structure will continue to decline and will become increasingly costly to repair. Please see attached information regarding past approvals and studies.

Submitted by: **DPW - Water Superintendent** Dept. Head: **Cody J. Salisbury**



Town of Provincetown

Capital Project Request

Department: DPW - Water - 450

Date: 09/10/2018

Project Title: AC water main replacement/rehabilitation

Project Category: Infrastructure

Project Type: Repair

Basis for Estimate:

Department Priority: 4

Priority Area: d.Improvement of infrastructure

Estimated Project Costs

FY 2020	\$0.00
FY 2021	\$0.00
FY 2022	\$807,000.00
FY 2023	\$0.00
FY 2024	\$0.00
Total	\$807,000.00

Project Description:

The town has identified a possible road reconstruction project on Shank Painter Road. In conjunction with the road project, it is recommended the water main and services be replaced.

Shank Painter currently has two (2) water main, a 12" Asbestos Cement (AC) and a 6" Asbestos Cement (AC), both installed in 1963. The 6" AC runs from Jerome Smith Road to Bradford Street, and the 12" is a transmission main routed from Jerome Smith Road to Browne Street. It is projected, with engineering analysis, the 6" be eliminated and a single 12" be installed to improve fire flows on the southern end. Scheduling of this project is contingent on a MassWorks infrastructure grant for the roadway reconstruction.

The American Water Works Association estimates AC pipe lifespan at approximately 75 years. Recent assessments of various AC pipe segments throughout the system have shown areas of significant degradation. Replacing this water main in conjunction with the roadway reconstruction eliminates a failure on a newly constructed, major thoroughfare.

Estimated Annual Budget Impact Amount:

Estimated Annual Budget Impact:

Start Date:
07/01/2021

Estimated Duration:

Project Benefits:

Maintains integrity of the distribution system and improves water quality and fire flows, see below.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Failure to address the water main replacement in conjunction with the roadway reconstruction project may result in premature excavation of the roadway. Further, the current water main arrangement consists of two separate pipes with possibility of failure within the roadway. Abandoning one water main and replacing with one water main eliminates maintenance on an asset and improves fire flows on the southern end of the road.

Submitted by: DPW - Water Superintendent Dept. Head: Cody J. Salisbury



Town of Provincetown Capital Project Request

Department: **DPW - Water - 450**

Date: **09/10/2018**

Project Title: **Well Redevelopment**

Project Category: **Building**

Project Type: **Repair**

Basis for Estimate:

Department Priority: **5=Urgent**

Priority Area: **d.Improvement of infrastructure**

Estimated Project Costs

FY 2020	\$0.00
FY 2021	\$175,000.00
FY 2022	\$0.00
FY 2023	\$350,000.00
FY 2024	\$0.00
Total	\$525,000.00

Project Description:

It is recommended the well fields be rehabilitated every fifteen years in order to maintain proper capacity (pumping) in each well and inspect the well casing, screen, and associated pumping equipment. The Knowles Crossing wells and Paul Daley wells were last re-developed in 2007.

The project includes inspecting and re-developing three wells at Knowles Crossing and six active wells at the Paul Daley wellfield. Pumping equipment would be inspected/tested and replaced as necessary.

FY2021: Re-develop three (3) wells at Knowles Crossing Wellfield

FY2023: Re-develop six (6) active wells at Paul Daley Wellfield

Estimated Annual Budget Impact Amount:

Estimated Annual Budget Impact:

Start Date:
07/01/2020

Estimated Duration:

Project Benefits:

Maintains water production capacity in the wells and improves water quality.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

If not approved, the wells may suffer water production capacity and water quality degradation.

Submitted by: **DPW - Water Superintendent** Dept. Head: **Cody J. Salisbury**



Town of Provincetown

Capital Project Request

Department: **DPW - WATER - 450**

Date: **09/18/2018**

Project Title: **AC Water Main Replacement/Rehabilitation**

Project Category: **Infrastructure**

Project Type: **Reconstruction/Replacement**

Basis for Estimate:

Department Priority: **4**

Priority Area: **d.Improvement of infrastructure**

Estimated Project Costs

FY 2020	\$500,000.00
FY 2021	\$0.00
FY 2022	\$0.00
FY 2023	\$500,000.00
FY 2024	\$500,000.00
Total	\$1,500,000.00

Project Description:

Approximately half of the water system (107,000 linear feet or 20 miles) is comprised of Asbestos Cement (AC) pipe installed between the mid-1950s and mid-1970s. The American Water Works Association estimates AC pipe lifespan at approximately 75 years. A recent assessment on various AC pipe segments throughout the system revealed several pipe segments have suffered significant structural degradation.

The goal of this project is to begin phasing in a replacement or rehabilitation schedule of AC water main over the next ten years by allocating funds within five year blocks. The phased approach allows for the potential of self performing a portion of the work, in addition to aligning the work with the DPW pavement management plan. The project would not begin until fall 2019 in order to avoid 2020 celebrations. Assuming all funding requests were approved, allocating \$2,000,000 over ten years would replace approximately 8-10% of the existing AC pipe.

Estimated Annual Budget Impact Amount:

Start Date:
07/01/2019

Estimated Duration:
ongoing over ten years

Estimated Annual Budget Impact:

Project Benefits:

Maintains integrity of the distribution system, improves water quality, and in some circumstances enhances fire flows.

Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Recent structural assessments performed on various AC pipe segments have shown significant degradation. The phased approach allows for the potential of self performing a portion of the work, in addition to aligning the work with the DPW pavement management plan. If not approved, the water distribution system continues to age and the pipe segments continue to degrade over time.

Submitted by: **DPW - Water Superintendent** Dept. Head: **Cody J. Salisbury**

EXCERPTS FROM WATER MANAGEMENT ACT GRANT REPORT – AC PIPE ASSESSMENT 2017

AC Pipe Assessment Conclusions

With aging water main infrastructure continuing to plague the water utility industry, identifying and prioritizing replacement or rehabilitation schedules are a top priority. With AC pipe comprising the majority of the Provincetown Water System that was installed between the 1950s and early 1970s, an assessment was necessary in order to quantify the remaining structural integrity and remaining useful life of selected pipe segments. The AC pipe assessment was performed on pipe segments based on age of the pipe, break history, and known site conditions utilizing a non-invasive acoustic methodology to assess remaining structural wall capacity.

The acoustic method simultaneously performs leak detection on the water main being assessed, which is a value added feature of the technology. Further, the non-invasive method eliminates the need for excavations which are necessary for obtaining coupon samples of the pipe for analysis. However, this may be performed on a discretionary basis for verifying acoustic results, especially if the historical records on the pipe specification are nonexistent or questionable. The speed at which the acoustic method is carried out allows a considerable amount of pipe to be analyzed in short period of time, which is a further benefit when developing replacement schedules or evaluating a future project area.

The results of the acoustic assessment provided valuable information on the remaining structural integrity of the selected pipe segments in the system. The majority of the pipes within two of the study areas were found to have significant degradation according to the results. The remaining sections, including a redundant 12" AC transmission main in North Truro, showed moderate degradation. Overall, the acoustical assessment will assist Provincetown with developing a replacement or rehabilitation strategy with quantifiable data, and not assumptions based solely on age or other field related observations.

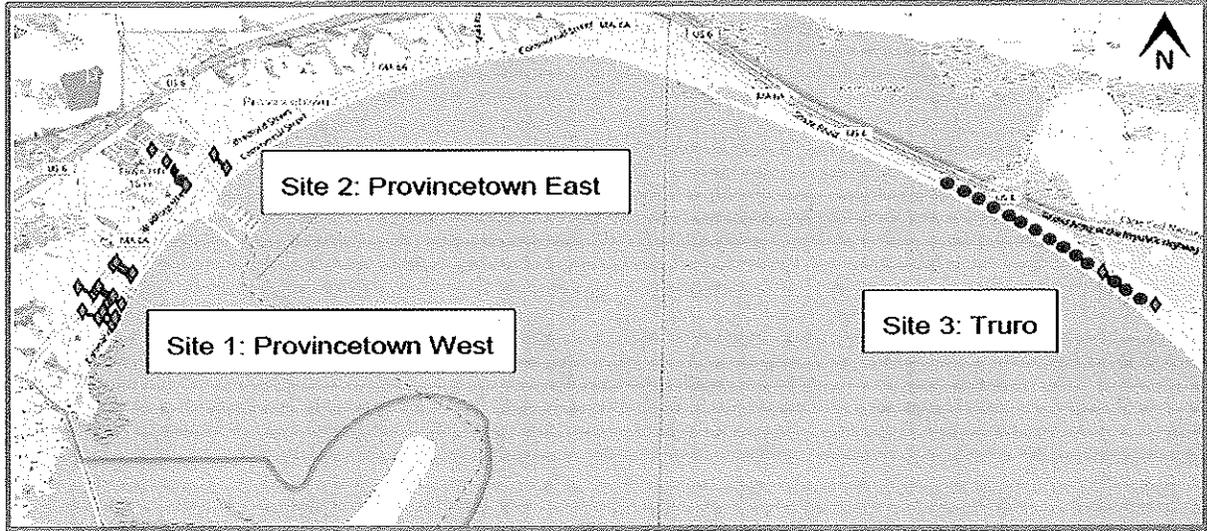
Task 2: Asbestos Cement Pipe Condition Assessment

Provincetown Water Department selected Echologics to perform a non-invasive condition assessment on approximately two miles of Asbestos Cement (AC) pipe within a predetermined study area. The pipes within the study area range in size from 6" to 12" diameter. Echologics performs the assessment, known as ePulse®, using acoustic data measured in the field with sensors placed directly on the pipe at defined distances. The technology combines known information regarding the pipe's construction properties and field measured acoustic data in

order to calculate the structural integrity of the pipe wall. Echologics ePulse® calculates the loss of structural wall thickness by comparing the measured wall thickness versus the design wall thickness of the pipe. Echologics used pressure class 150 pipe, as illustrated in table 2 of the final report in Appendix B, as this has been physically observed on various AC pipe segments throughout the system by Water Department staff. In conjunction with measuring the remaining structural wall thickness, the sensors are also able to simultaneously detect leaks based on the correlation data between the measured points on each pipe segment. It must be noted, as illustrated in Figure B.2-1 in the Echologics Report¹, as AC pipe ages it does not lose actual wall thickness, but will lose structural wall thickness as the calcium leaches from the pipe. This ultimately results in the inability to bear structural loads and results in failures.

The pipe segments within the system were selected base upon age, break history, and known site conditions. Figure 2 below, labeled as Figure A.1-1 in the final report in Appendix B, illustrates the areas analyzed.

FIGURE 2 – AC Pipe Assessment Study Area Map



The pipes shown in Site 1 and 2 on map consist of 6" and 8" AC distribution mains installed between 1963 and 1964 as, and the pipe in as seen in Site 3 is a continuous one mile segment of 12" AC transmission main in North Truro on Shore Road originally installed between 1953 and 1954. The required spacing for sensor placement on 6" and 8" diameter AC pipe is 500', and 400' spacing is required for 12" AC pipe. Due to existing isolation and bypass vales being in excess of 1200' apart on the 12" AC, it was necessary to pothole several locations for sensor placement. Water Department staff installed approximately fourteen (14) temporary valve boxes directly on the 12" AC pipe in order to achieve proper sensor placement. Only one

¹ Figure B.2-1: Structural Thickness in Asbestos Cement Pipe, pg. 28

temporary valve box was necessary on the smaller diameter distribution segments within site 2 in order to compensate for a 7 linear foot repair utilizing PVC pipe on Alden Street. All other pipe segments achieved the proper spacing utilizing current valve locations. The assessment field work was conducted over a five day time span and all data collected appeared consistent with pipe specifications provided by the Water Department.

The final report, as seen in Appendix B, includes a table² outlining the remaining structural wall thickness, as measured in the field, for each pipe segment analyzed. The results indicate the majority of the segments within Site 1 and Site 2 have suffered significant degradation. It is noted in the report that the Provincetown West End water mains appear to have a greater degree of degradation. This may be due to a corrosive soil environment or site specific drainage conditions. The 12" water main located on Shore Road in North Truro has suffered only moderate degradation with portions of the pipe suffering significant degradation. Echologics recommends Provincetown Water Department use the findings in the report in conjunction with other available data on each pipe, such as break history and consequence of failure. Provincetown Water Department may elect in the future to exhume a sample of any given pipe that was assessed for laboratory testing to verify results. Further, in order to evaluate the rate of degradation, the pipes may be assessed in the future in order to compare results. However, much of the area identified is slated for roadway reconstruction in the future, and this report ultimately provides insight to shape an improvement program in combination with other planned construction activities.

² Table 4: ePulse® Pipe Wall Condition Assessment Results, pg. 5



Town of Provincetown Capital Project Request

Department: DPW - Water - 450

Date: 09/10/2018

Project Title: Filtration Plant Membrane Module Replacement

Project Category: Infrastructure

Project Type: Repair

Basis for Estimate:

Department Priority: 4

Priority Area: b. Timely asset replacement to avoid future costs

Estimated Project Costs

FY 2020	\$0.00
FY 2021	\$78,000.00
FY 2022	\$0.00
FY 2023	\$0.00
FY 2024	\$0.00
Total	\$78,000.00

Project Description:

The Knowles Crossing Water Treatment Plant consists of of three (3) membrane filtration units, each containing thirty (30) individual modules for a total surface area of 12,300 square feet per unit. The current membranes modules have been in service since the plant first went online in April 2014, with a design life expectancy of 6 years. The ongoing routine maintenance schedule has avoided premature failure of the membranes, however we are projecting full scale replacement in beginning in FY21.

The current modules have been superseded by the manufacturer (Evoqua Water Technologies), and will likely require MassDEP approval as a new treatment technique prior to installation.

Estimated Annual Budget Impact Amount:

Start Date:
07/01/2020

Estimated Duration:

Estimated Annual Budget Impact:

[Empty box for budget impact details]

Project Benefits:

Preventative maintenance ensures integrity and efficiency of the treatment plant and prevents failures resulting in possible downtime.

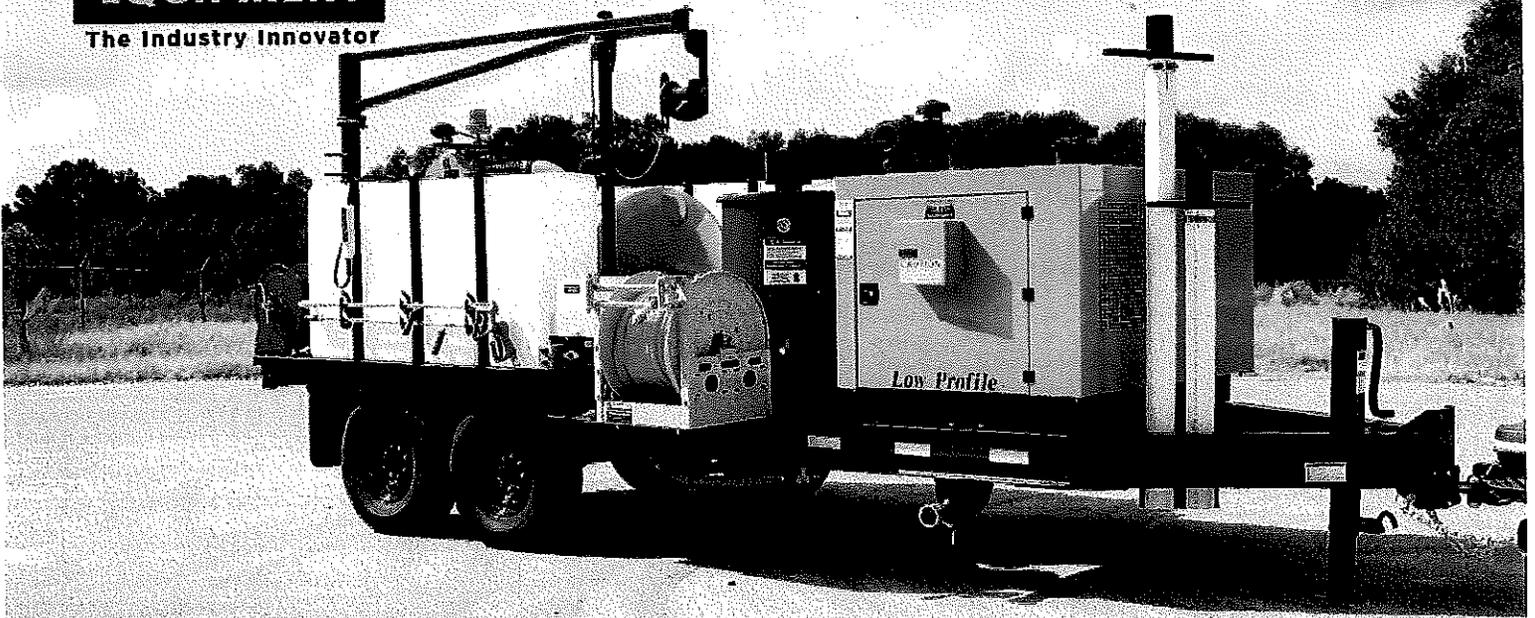
Please include any additional information such as legal obligations, public service impact, department priority, negative repercussions if not approved, possible external funding sources such as grants, etc:

Failure to replace filtration modules on a recommended cyclical basis places burden on operations and may result in unexpected down time. When modules begin to fail, a filtration unit may need to be taken entirely offline, resulting in less treated water being able to be produced, in turn relying on longer operating times of remaining units in service.

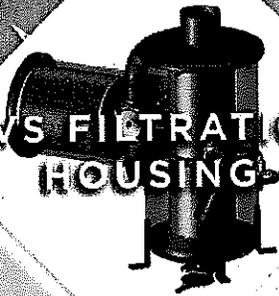
Submitted by: DPW - Water Superintendent Dept. Head: Cody J. Salisbury

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The Industry Innovator



**CVS FILTRATION
HOUSING**



**MINI COMBO
SERIES**



MC 573/873 SDT:

**MINI COMBO SERIES
Super Diesel Trailer**

OPTIONAL BOOM



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VAC-TRON
EQUIPMENT

GENERAL DIMENSIONS AND WEIGHTS - SKID:

Length: 14.75' (4.5m) (573 Model)
16.4' (5m) (873 Model)
Height: 82" (208cm)
Empty Weight: 6,855lbs (3,109.4kg) (573 Model)
Empty Weight: 7,200lbs (3,265.9kg) (873 Model)
Width: 93" (236cm)

GENERAL DIMENSIONS & WEIGHTS - TRAILER:

Empty Weight: 8,080lbs (3,665kg) (573 Model)
Empty Weight: 8,580lbs (3,891.8kg) (873 Model)
Length: 19.25' (5.9m) (573 Model)
22.4' (6.8m) (873 Model)
Width: 93" (236.2cm)
Height: 90" (228.6cm)
Brake Type: Electric
Hitch Type: Pintle
GVWR: 14,000lbs (6,350kg) (573 Model)
GVWR: 20,000lbs (9,072kg) (873 Model)

ENGINE:

Horsepower: 83 hp (62kW) Yanmar diesel
Enclosure: Yes
Fuel Tank Capacity: 30gal (114L)

JETTER PUMP:

Water flow: 15gpm
Water Pressure: 2,000 psi
Jetter hose length: 300' (91m)
Jetter hose diameter: 0.5" (1cm)

OPTIONAL BOOM:

Pick up Hose: 4" (10cm)
Reach: 15' (5m)
Movement: 6-way

WATER TANK:

Water Tank Capacity: 300gal (1,136L) (573 Model)
400gal (1,515L) (873 Model)
Number of Tanks: 2
High Pressure Pump Flow Rate: 15gpm (57 lpm)
High Pressure Pump: 2,000psi (140 bar)
High Pressure Hose Length: 300' (91m) jetter
50' (15m) high pressure
Low Water Shut Off: Yes

SPOIL TANK:

Spoil Tank Capacity: 500gal (1,893L) (573 Model)
Spoil Tank Capacity: 800gal (3,028L) (873 Model)
Door Type: Hydraulic
Tank Lift Type: Hydraulic

VACUUM:

Type of Filters: Cartridge filter 0.5 microns
Hose Length: 30' (9m)
Hose Width: 3" (8cm)
Optional 4" (10cm)
Vacuum: 1,000cfm
Water Trap Capacity: 60gal (227L)
Suction Hose Storage: 30' (9m)

CONTROL PANEL:

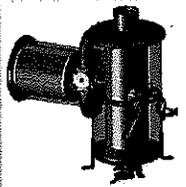
Controls: Curbside
Gauges: Analog

OPTIONAL STRONG ARM:

Reach: 15' (5m)

MC573/873 SDT

VAC-TRON MINI COMBO SERIES

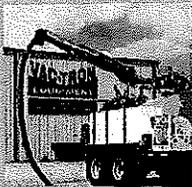
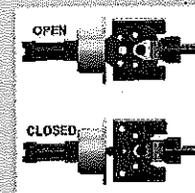


CVS FILTRATION HOUSING:

The MC ground level filtration housing also incorporates a 28" (71.1cm) diameter cyclone, four-way valve for reverse pressure, and the largest silencer in the industry for quiet performance. **Patented.**

7 SERIES HYDRAULIC CLAW DOOR:

No fuss, over center locking mechanism for positive lock and unlock.



OPTIONAL BOOM:

Optional six-way hydraulic boom maximizes job performance by supporting the weight of the vacuum hose.

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Provincetown Select Board
AGENDA ACTION REQUEST
Monday, December 10, 2018

6B

MEMORANDUM OF UNDERSTANDING

Town of Provincetown and Yearround Market Rate Rental Housing Trust

Requested by: Town Manager David B. Panagore

Action Sought: Discussion/Approval

Proposed Motion(s)

Move that the Select Board approve the Memorandum of Understanding as [presented][amended].

Additional Information

See attached materials

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

MEMORANDUM OF UNDERSTANDING

Between

The TOWN OF PROVINCETOWN

Being the Select Board and Town Manager

AND

THE PROVINCETOWN

YEARROUND MARKET RATE RENTAL HOUSING TRUST

This Memorandum of Understanding regarding the relationship between the Town of Provincetown and the Provincetown Year Round Market Rate Rental Housing Trust Board of Trustees dated December 04, 2018 (“Memorandum”) is entered into as of the date first written below, by and between the Town of Provincetown, Massachusetts (the “Town”), a political subdivision of the Commonwealth of Massachusetts, acting by its Select Board and Town Manager, and the Provincetown Year Round Market Rate Rental Housing Trust Board of Trustees (the “Trust”).

The parties hereto agree as follows:

1. With approval by the Town Manager, Town staff and resources to the extent feasible may be made available to assist the Trust in carrying out its functions. The Trust will be charged the applicable paid hourly rate (salary only) for each staff person and all equipment requiring replacement due to use. Unless otherwise requested, no charge shall be made for general administrative staff costs, but may be charged for additional extraordinary staff-time as agreed to in advance. An attached list of job classifications and hourly rates is attached.
2. The Housing Specialist will as part of the position’s regular duties provide administrative support to the Year Rouen Rental Housing Trust.
3. The Town Manager, as part of his regular duties, will provide such managerial oversight and advise the Trust in its endeavors as part of the positions’ regular duties.
4. The Finance Department, as part of their regular duties, will provide administrative support for any and all financial matters of the trust.
5. The Trust will process procurement activities through the Town Manager, as the Town’s Chief Procurement Officer.

IN WITNESS THEREOF, the parties have herein set their hands and fixed their seals as of the date first written above.

TOWN OF PROVINCETOWN:

THE PROVINCETOWN YEAR ROUND
MARKET RATE RENTAL HOUSING
TRUST:

BY: _____

BY: _____

Dated: _____

DRAFT



Provincetown Select Board
AGENDA ACTION REQUEST
Monday, December 10, 2018

6C

ECONOMIC DEVELOPMENT STRATEGIC PLANNING

Update

Requested by: Town Manager David B. Panagore

Action Sought: Discussion/Approval

Proposed Motion(s)

Discussion Dependent/Votes May Occur

Additional Information

- See attached materials

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

Memo

To: Select Board
From: David Panagore, Town Manager
Date: December 3, 2018
Re: Economic Development Strategic Planning Update

In furtherance of our Strategic Plan, we retained Camoin Associates, a housing and economic development consultant, to provide an updated economic development strategy.

This project is being conducted in three phases: 1) Baseline Assessment, 2) Competitive Positioning, and 3) Strategy Development. The first phase began with their review of prior plans and the start of a capacity assessment, beginning with the kickoff event focusing on initial input from town staff, officials and committee members as well as key stakeholders that was held on October 10th-11th, 2018.

The second phase, Competitive Positioning, currently underway, includes a broader community outreach as well as the presentation of an opportunities and challenges assessment.

To that end, last Wednesday and Thursday, the team from Camoin Associates was in town for two days of back-to-back meetings and interviews. Camoin Associates created a summary of themes which it presented at the Community Forum on Wednesday night, and hosted focus group meetings based on each of these themes. The 5 themes were: Blue Economy, Tourism/Conference Center, Housing, Education, Arts and Culture, and Finance. The public was invited to attend a Community Forum focused on the themes, voicing their thought using specific questions provided by Camoin Associates. Focus groups and individualized meetings with Camoin Associates continued on Thursday. Attached please find a copy of their Town of Provincetown Economic Development Strategic Plan Presentation, Summary of Themes, and the Data Summary and Analysis.

Outreach for the kickoff event was done through a press release, distribution of post cards in numerous locations, individual e-mails to different Boards and committees, Facebook Posting, and announcements at various Board Meetings. Even with this outreach, the Community Forum hosted at the Provincetown Town Hall had 19 people in attendance. We are reviewing the effectiveness of each as we look forward.

The final phase, Strategy Development, will be developed based on the input of the October and November sessions, and include an Action Plan matrix, draft economic development strategy/virtual work session, and site visit with the presentation of the completed plan, with a goal of being complete in time for the annual town meeting (April 2019).

Many thanks to Michelle Jarusiewicz for her hard work putting this together.

Town of Provincetown

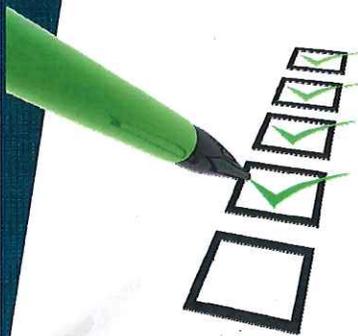
Economic Development Strategic Plan

Jim Damicis
Rachel Selsky



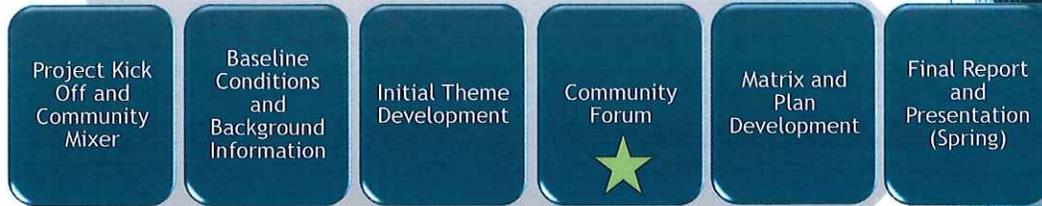
Presented on: November 28, 2018

Agenda

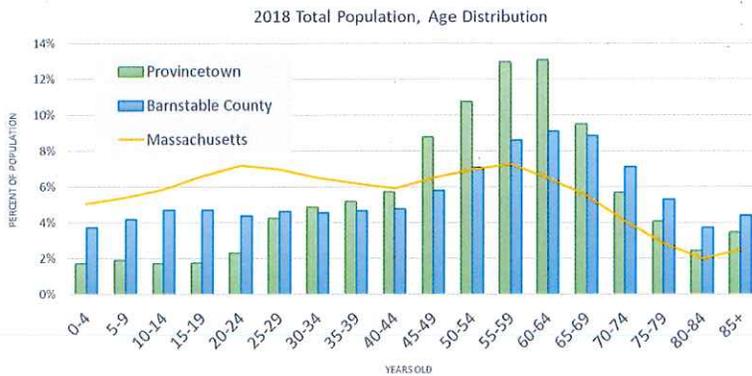


- I. Introductions
- II. Project Outline
- III. Economic Context and Early Themes
- IV. Group Work
- V. What's Next

Project Overview



Demographic and Economic Context



71% of the population is over 45 years old

Demographic and Economic Context



Millennials

Provincetown has about 250 millennials (ages 20-34). The national average for an area similar in size to Provincetown is 640.



Retiring Soon

Retirement risk is high in Provincetown. The national average for an area this size is 470 people ages 65 or older, while there are about 930 in Provincetown.



Racial Diversity

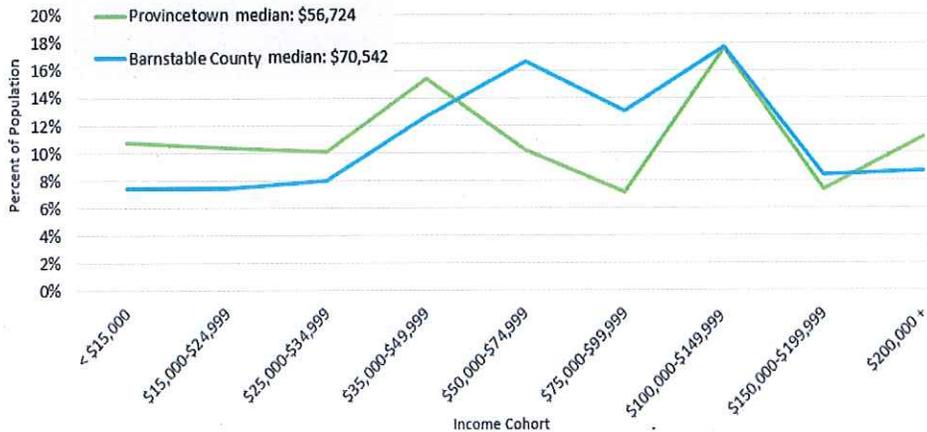
Racial diversity is low in Provincetown. The national average for an area this size is about 1,200 racially diverse people, while there are 575 in Provincetown.



5

Demographic and Economic Context

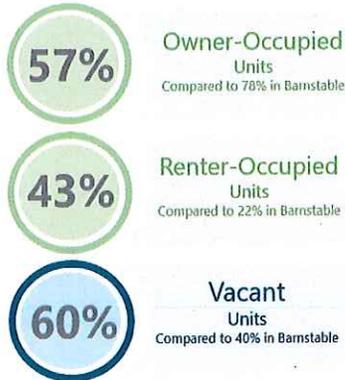
2018 Income Distribution



6

Demographic and Economic Context

Provincetown Housing Tenure



camoin associates

- Severe housing affordability challenges
- Median price per square foot is 121% higher than Barnstable County and 150% higher than rest of MA
- Nearly 40% of renters spent over 50% of their income on rent
- Negatively impacting the economy/workforce availability

Demographic and Economic Context

2018 Jobs by Industry in Provincetown



camoin associates

Commuting Patterns - Inflow/Outflow



Early Themes

- Blue Economy**
 - Water dependent and enhanced uses
 - Opportunities to expand and capitalize on assets
- Housing**
 - High cost, limited supply
 - Impact on workforce and economic development
- Education, Learning, and R&D Destination**
 - Use existing assets to attract educational uses
 - Arts, hospitality, marine, coastal studies, others
- Arts and Culture**
 - Historical and current driver of tourism, part of reputation
 - Arts incubator space and need for additional services
- Tourism and Conference Center**
 - Opportunities to extend the season
 - Additional event space
- Financing and Government**
 - Understanding how to fund
 - Complexities of Provincetown regulations



Early Themes

- Blue Economy**
 - Water dependent and enhanced uses
 - Opportunities to expand and capitalize on assets
- Housing**
 - High cost, limited supply
 - Impact on workforce and economic development
- Education, Learning, and R&D Destination**
 - Use existing assets to attract educational uses
 - Arts, hospitality, marine, coastal studies, others
- Arts and Culture**
 - Historical and current driver of tourism, part of reputation
 - Arts incubator space and need for additional services
- Tourism and Conference Center**
 - Opportunities to extend the season
 - Additional event space



Group Activity - Theme

- Around the room there are tables set up - *please pick the theme that you feel you are most connected to*
- You will find a half-sheet of information about the theme with questions- *please read and think about your answers (5 minutes)*
- Once you have read through the sheet, start discussing the list of questions on the big sheet - *please take notes on your answers*
 - *10 minutes per question*
- After 45 minutes we will all have 15 minutes to go around and review the other themes
 - *Place a green sticky if you agree with the ideas*
 - *Place a red sticky if you have concerns about the idea*
 - *Place a post-it with any questions*
- Then we will report out



What else?

- Are we missing anything?
- Additional comments?

Next steps:

- Refine the themes, conduct additional research
- Develop specific recommendations and strategies
- Draft a full report
- Final presentation in the spring

Summary of Themes

Town of Provincetown, MA

November 20, 2018

Prepared for:
Town of Provincetown
Town Hall
260 Commercial Street
Provincetown, Massachusetts, 02657



120 West Avenue, Suite 303
Saratoga Springs, NY 12866

518.899.2608

www.camoinassociates.com

About Camoin Associates

Camoin Associates has provided economic development consulting services to municipalities, economic development agencies, and private enterprises since 1999. Through the services offered, Camoin Associates has had the opportunity to serve EDOs and local and state governments from Maine to California; corporations and organizations that include Lowes Home Improvement, FedEx, Amazon, Volvo (Nova Bus) and the New York Islanders; as well as private developers proposing projects in excess of \$6 billion. Our reputation for detailed, place-specific, and accurate analysis has led to projects in 31 states and garnered attention from national media outlets including *Marketplace* (NPR), *Forbes* magazine, *The New York Times* and *The Wall Street Journal*. Additionally, our marketing strategies have helped our clients gain both national and local media coverage for their projects in order to build public support and leverage additional funding. We are based in Saratoga Springs, NY, with regional offices in Portland, ME; Boston, MA; Richmond, VA and Brattleboro, VT. To learn more about our experience and projects in all of our service lines, please visit our website at www.camoinassociates.com. You can also find us on Twitter [@camoinassociate](https://twitter.com/camoinassociate) and on [Facebook](https://www.facebook.com/camoinassociate).

The Project Team

Jim Damicis
Senior Vice President, Project Principal

Rachel Selsky
Senior Project Manager

Dina DeCarlo
Senior Analyst, Project Staff

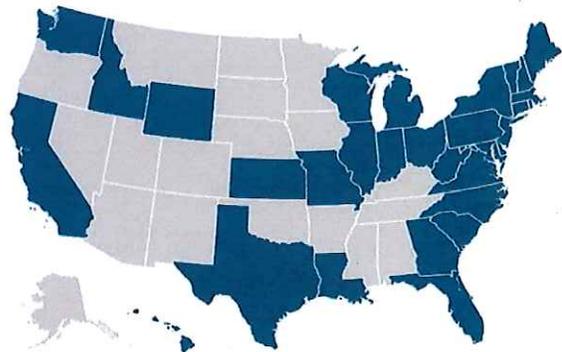


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- Other 8



Introduction

Camoin Associates has been commissioned by the Town of Provincetown to assist with the creation of a community and economic development strategic plan. The first task included a review of existing reports and interviews with critical town and public figures to understand what the major challenges and opportunities are in Provincetown related to development. Guided by the information collected from previous reports and the interviews, there were a number of themes or issues that were continuously mentioned, including:

- Blue Economy
- Tourism/Conference Center
- Housing
- Arts/Culture
- Education
- Financing

The following is a summary of the major themes that will be used to inform development of the Provincetown Economic and Community Development Strategy. These are the areas in which the greatest need and opportunity exist for focused investment of both capital and personnel resources. Once these areas have been approved by the Town and the public, the next step will be to further investigate how to approach these issues and identify what critical next tasks are involved.

Blue Economy

Overview

The Blue Economy refers to “economic activities that relate to oceans, seas, and coasts. It covers a wide range of interlinked established and emerging sectors” (Source: European Commission). It includes everything from fishing to tourist boats and research to aquaculture. The Blue Economy in Provincetown extends beyond just uses that are *dependent* on the water to uses that are *enhanced* by access and proximity to the ocean, including lodging, residential development, restaurants, and recreational uses. These latter issues however are covered in their own themes.

The Blue Economy opportunities that emerged from work to date and that warrant further exploration for inclusion in the economic development strategic plan are:

- Fisheries and aquaculture
- Recreation, visitor, and tourist related marine – excursions, marina services, services to the recreation boating industry, other recreation
- Education and research and development

Why it is Important

The Blue Economy in Provincetown has played a major role in the region since the town’s founding in 1727. With fishing, whale watching, pleasure cruises, access to the water, research, and water enhanced uses, Provincetown benefits from easy access to the Atlantic Ocean and to Provincetown Harbor. The town and its many partners have taken great initiative in protecting this natural resource, including investments in wastewater systems, ongoing harbor maintenance projects, research into best practices and cutting edge science, and continually educating the public on how best to protect their asset.



Key Challenges

Some of the key challenges related to the Blue Economy in Provincetown include:

- Maintaining diversity in the type of product being cultivated to protect the natural resources. (aquaculture)
- Ability to attract and retain owner/operators and employees to Provincetown to work in the industry. (all)
- Potential conflicts with other nearby uses like residential development and tourism industry uses. (aquaculture)
- Need for investment in infrastructure to support expanded processing and operations. Primary issue is related to helping growers scale their production. (aquaculture)
- Access to and cost of waterfront properties. (all)
- Overcoming being known only for tourism/visitation.

Initial Potential Opportunities

- Creation of a co-op facility that could be used for growing and networking amongst the producers. (aquaculture)
- Expanded local processing capacity to avoid the need for Boston distribution connections. (aquaculture)
- Expand appeal of rough fish and other available Provincetown Harbor products with chefs and consumers. (shellfish and aquaculture)
- Grow the brand of Provincetown shellfish to be more widely recognized and garner a higher price (e.g. Maryland Crabs, Wellfleet Oysters) (aquaculture)
- Attraction of or cultivation of interested partner for education and research center/initiative (education/R&D)

Critical Remaining Questions

- How much of an investment is needed? What do producers need? (aquaculture)
- What market exists for the various products and what is the best way to grow the market? (aquaculture)
- Is it possible to do in town processing? (aquaculture)
- How will climate change impact the opportunities and investments? (all)
- Are there interested local/regional partners for an education and RD initiative? (education/R&D)
- Best practices and lessons learned from other areas such as Duxbury.
- Further integration of challenges and opportunities from the Harbor Master Plan (all)
- How organized is the local industry and how can they become more organized to grow the sector (Aquaculture)?
- Funding streams and partners such as Community Development Agency (Cape CDC)

Tourism/Conference Center

Overview

Provincetown is a world-renowned tourist destination; known for its beaches, night life, diversity, culture, and history. With thousands of people flocking to Provincetown between May and September, the tourism industry is one of, if not, the primary driver of the local economy. Hospitality, restaurants, stores, art galleries, and entertainment venues are all geared towards meeting the expectations of the summer season traveler.

Currently, Provincetown has insufficient options for parties, wedding, conferences, or corporate events. Due to limited year-round visitation there is limited year-round hospitality resources, like restaurants, stores, or entertainment. A conference center type space could introduce the option for increased events and a longer tourism



season. It could also support the other initiatives included in the plan, particularly attracting education/R&D partners.

Why it is Important

The people who travel to Provincetown during the summer season help sustain the vast majority of the existing businesses, as they spend their time and money in the economy. Working to boost tourism through increased year-round visitation will support a more functional and sustainable economy. There are not enough visitors to support businesses being open in the winter but there are not enough businesses open in the winter to support more tourism. This cycle has an impact not only on the tourism industry but also on the attractiveness of living in Provincetown year-round.

Key Challenges

Some of the key challenges related to the tourism and conference center opportunities in Provincetown include:

- The seasonality of the existing tourism industry and the demand for entry level staff puts pressure on the housing stock and creates demand for a housing product type that is essentially non-existent. Business owners have had to come up with creative ways to house their employees.
- The increased demand during the summer for employees also creates a situation where foreign workers are often used to fill the positions. Recent immigration law changes and policy unpredictability has led to concerns regarding the ability to access the same staff as in years past and has created a need to come up with other solutions to meet staffing needs.
- The increase in room/house sharing services like AirBnB has resulted in a loss of trackable hotel and guest house rooms. However, the rooms that are still being tracked are reporting higher revenue which could mean they are either charging higher prices or are able to keep occupancy for longer during the year.
- The jobs that serve the tourism industry (retail, service, hospitality) do not pay wages high enough for employees to be able to live in the local area and can sometimes result in unsafe housing conditions, long commutes, and unsustainable economic situations.
- Wastewater and other infrastructure constraints may limit the ability to support a conference center type facility or event space.
- The geography and isolation of Provincetown results in high transportation/travel costs for participants and customers. It will require a specific destination draw to entice off-season travel.

Initial Potential Opportunities

- Create a roundtable discussion with the Town, the Provincetown Business Guild, Chamber of Commerce, financing institutions, and others who have a stake in creating more off-season tourism and identifying potential conference space projects and specific market needs.
- Redevelop existing properties to be more modern and accommodate events. Initiate discussion with potential property owners to understand interest and plans.

Critical Remaining Questions

- How do regional transportation issues impact ability to expand off season tourism?
- How will seasonal housing issues impact an extended season?
- Does the market exist for conferences, weddings, events and are there challenges related to Provincetown that might restrict growth of that market?
- What have other similar communities done to market to events/conferences? What works and what doesn't?



- Are the existing tourism organizations in Provincetown equipped to handle the expansion?
- Who is potentially interested in redevelopment/development of their property/facility and what is there level of interest?
- What is the level of magnitude in financing gap for a major development or redevelopment? Local subsidy might be needed.

Housing

Overview

Housing is the number one issue that came up during all of the interviews. The limited supply and high price of housing in Provincetown is seen as a critical constraint to establishing a functional year-round economy with room for everyone. Natural resource protection and wastewater capacity requires that restrictions be placed on the amount of new residential building that is allowed each year (15 new units per year are allowed). While these restrictions are intended as a growth management technique to protect the resources, they have also resulted in increased housing costs, increased use of year-round homes as seasonal rentals, and decreased products that are affordable to middle and low income individuals.

Why it is Important

Having accessible housing options for people in a wider range of income levels will create opportunities for a more year-round economy. At the same time, there is a need to meet the immense demand for additional housing during the summer months to serve the tourism businesses. Currently, second home owners are able to afford to buy units, use them during the summer months and sometimes rent them per week for a portion of the summer. After the summer ends, many of these second home owners do not return again until the following summer. This creates a situation where those units are out of the year-round rental market, the rental prices are exorbitantly high for year-round workers, and there is not enough of a year round population to support restaurants, businesses, and services in the community.

With restaurants and businesses closing during the winter, employees are forced to go on unemployment which results in a very unstable economy that does not encourage year-round residency or sustainability. Given these closures, Provincetown becomes less appealing as a year round destination for visitors and potential residents. The seasonality of Provincetown is a major issue that needs to be addressed through a combination of initiatives, including housing policy and development.

Key Challenges

- There is a very high demand for housing. This, coupled with limited space and capacity for new development, results in continuously rising prices.
- The renting out of units through systems like AirBnB is putting pressure on price points and is making it possible for second home owners to pay the mortgage on their second houses through summer rentals.
- Infrastructure constraints are limiting the ability to build new residential units which is resulting in the rehabilitation of existing smaller units by second home owners.

Initial Potential Opportunities

- Look into creative financing opportunities for more affordable and workforce housing to develop a suite of options from tax credits, to land purchases, to private donations, etc.
- Continued support of the Year-Round Housing Trust and expansion of their efforts to other properties in town.

- Creation of dormitory housing to address seasonal worker housing issue and potential synergies with off-season education and conference housing.

Critical Remaining Questions

- Understanding the distinct needs of the current market segments and how can they be addressed?
 - o Young families
 - o Aging in place
 - o Year round workers
 - o Seasonal workers
- What role can the Town, Year-Round Rental Housing Trust, and other organizations play in creating necessary housing?
- What trends in residential development might impact Provincetown and how can the community prepare? (e.g. tiny houses, pocket neighborhoods, mixed use development, etc.)
- What has worked elsewhere that might be adapted to Provincetown

Education

Overview

Higher education and specialized education came up as a potential opportunity for Provincetown that might fit in nicely with the seasonality of Provincetown's current activity. The concept would involve identifying an educational and/or research institution who would want to establish a location or program in Provincetown for a period of time. The focus of the program would be to build off of the existing strengths of Provincetown including hospitality, climate studies, arts/culture, or marine research.

There exist resources that could be used to further this idea, including the work that has been done around Campus Provincetown, the Center for Coastal Studies, and the Fine Arts Work Center.

- Campus Provincetown has been an effort since 1999 that focuses on utilizing the various cultural resources around the community to create educational opportunities for all ages throughout the year.
- The Center for Coastal Studies is based in Provincetown and focuses their research on the coastal environment and marine ecosystems with a focus on whales, seals, marine animal entanglement, marine debris and plastic research, and other coastal research topics.¹ With climate change concerns growing by the year, the Center for Coastal Studies could expand research specific to this subject and partner with an educational institution who would be looking to bring cohorts into the area for research, studies, and practical experience.
- The Fine Arts Work Center is celebrating its 50th year in Provincetown and offers a residency program with a mission of encouraging the growth and development of emerging visual artists and writers to restore the year-round vitality of the historic art colony of Provincetown. This organization is internally recognized for its 7-month program, its online writing programs, and the year-round events and exhibitions in Provincetown.

¹ Center for Coastal Studies Mission Statement: To conduct scientific research with emphasis on marine mammals of the western North Atlantic and on the coastal and marine habitats and resources of the Gulf of Maine; to promote stewardship of coastal and marine ecosystems; to conduct educational activities and to provide educational resources that encourage the responsible use and conservation of coastal and marine ecosystems; and to collaborate with other institutions and individuals whenever possible to advance the Center's mission.

Why is this Important

With its recognition as a great place to be, Provincetown would be an attractive location for professors, students, interns, researchers and supporting faculty and could create more activity throughout the year without putting more pressure on the summer season. If dormitory housing needs to be built to serve the new student population it could be used in the summer to house seasonal workers.

Key Challenges

- Identifying who to partner with and how to position it in a way that is mutually beneficial (town and educational institution).
- Making the financials work for all involved.
- Developing appropriate housing for students, including short term and longer term options.

Initial Potential Opportunities

- Coastal studies and climate change – building off of the Center for Coastal Studies and challenges related to erosion, flooding, sharks, and marine life. Considering the interconnection between coastal resiliency and historic preservation efforts, potential to create a unique solution that can be modeled by other communities.
- Arts and culture – building off of the Campus Provincetown initiative and the historic reputation of Provincetown as an arts colony. Use the Fine Works Art Center and Art Reach programs to build from.
- Hospitality and culinary training – building off of the existing strengths of the area and expanding the base of high quality food, drink, and service. Creating a space where hospitality students can experiment in the off season and make it a unique experience for visitors. (e.g. Culinary Institute of America)

Critical Remaining Questions

- Is there infrastructure (buildings and/or space) to accommodate this initiative?
- Are there issues related to housing that would impact the ability to accommodate the students?
- Who are target partners and who would lead this initiative?

Arts & Culture

Overview

The Town of Provincetown has historically been known as an arts colony, attracting artists and performers from around the world for many decades who come to capture the beautiful landscapes and partake in the culturally diverse entertainment options. Provincetown has a number of very strong arts and culture resources to build from, including the Fine Arts Work Center, the Provincetown Art Association and Museum, the Provincetown Film Festival, the Pilgrim Monument and Provincetown Museum, the Art Reach immersion program for youth, the new Provincetown Commons art-centric incubator, and others.

Why it is Important

Arts and culture of all kind are crucial to the Provincetown economy, including attracting year-round residents, education (Fine Arts Work Center), tourists, and the overall image of Provincetown. Museums, galleries, live performances, studio tours, landscape painting, street performers, and others bring an energy to Provincetown that cannot be replicated. Arts and culture is a main driver of tourism in the summer season and there are significant



amounts of philanthropic investments being made in the arts by non-locals in the Provincetown Art Association and Museum, the Fine Arts Work Center, and other initiatives.

Key Challenges

- Helping artists go from production to commercialization to create a sustainable business.
- Cost of living in Provincetown compared to earnings making it difficult to sustain being an artist in Provincetown.

Initial Potential Opportunities

- Expanding on live performance opportunities throughout the year, including festivals and events.
- Build on the Campus Provincetown concept.
- Planning for the "next-level" need of art and culture related entrepreneurs emerging from the Commons incubator – considering accelerator pragmas and space, capital attraction assistance, etc.
- Expanding art focused education for youth through more programming, education, and potentially a magnet school.

Critical Remaining Questions

- What are the next steps for the Commons incubator? Where do successful entrepreneurs and businesses go – space and capital?
- What programming is critical to support the arts incubator?
- Who else has succeeded in the area of arts incubation and arts/culture support and what have they done?

Financing

Overview

Establishing the funding streams necessary to address the challenges facing Provincetown will be important for the Town to progress towards its goals. There are only certain things that municipalities can legally do, and funding all of the desired projects with property tax revenue is unsustainable. Using the tools available to the Town, plus identifying other appropriate avenues for funding, will serve to help implement the strategy.

Why it is Important

Using creative and innovative solutions to address the critical issues facing Provincetown will be necessary in order to make progress towards achieving the goals established by the community development strategy. Understanding what tools are available, what has been successful in other areas, and the extent to which the public will be impacted by the solutions is an important part of the planning process.

Key Challenges

- Addressing infrastructure issues that impact multiple jurisdictions.
- Finding solutions to affordable/workforce housing.

Initial Potential Opportunities

- Opportunity Zone
- Tax Increment Financing/District Improvement Financing
- Municipal Bonds
- Attracting investments for a fund that can be used to invest in workforce housing.



Critical Remaining Questions

- What are the critical projects that need funding and what is the community willing to do?
- What level of risk and/or cost is the community willing to put up with?

Other

- Highly complex regulatory environment. Most of properties are non-conforming to existing codes and 60% are in the historic zone. Pre-development meetings are being encouraged.
- Difficulty hiring and retaining staff due to housing and distance from population centers.
- Working to offer incentives related to water/sewer policy to encourage restaurants and stores to stay open longer/year-round.
- Transportation was also mentioned as an issue related to getting employees to and from work. Timing (early and late in the day) plus limited availability during the off-season makes it challenging for employees who may live outside of Provincetown to travel to work without a car. Issues include expanding ferry service, the future role of the airport, regional transportation.
- Significant amount of planning has been done in recent history. Community push back about what is actually being accomplished/implemented.
- Entrepreneurship – how to create a culture for business startups that are also interested in financially viable businesses – lack of good plans for funding and need for more intensive mentorship for potential entrepreneurs.
- Get CCYP Tourism Report – Cape Cod Young Professionals.
- Town is doing tourism promotion which is typically done by Chamber – is this an issue?
- Infrastructure concerns including broadband, power outages, and energy and resource independence.

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Data Summary and Analysis

Town of Provincetown, MA

November 20, 2018

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About Camoin Associates

Camoin Associates has provided economic development consulting services to municipalities, economic development agencies, and private enterprises since 1999. Through the services offered, Camoin Associates has had the opportunity to serve EDOs and local and state governments from Maine to California; corporations and organizations that include Lowes Home Improvement, FedEx, Amazon, Volvo (Nova Bus) and the New York Islanders; as well as private developers proposing projects in excess of \$6 billion. Our reputation for detailed, place-specific, and accurate analysis has led to projects in 31 states and garnered attention from national media outlets including *Marketplace* (NPR), *Forbes* magazine, *The New York Times* and *The Wall Street Journal*. Additionally, our marketing strategies have helped our clients gain both national and local media coverage for their projects in order to build public support and leverage additional funding. We are based in Saratoga Springs, NY, with regional offices in Portland, ME; Boston, MA; Richmond, VA and Brattleboro, VT. To learn more about our experience and projects in all of our service lines, please visit our website at www.camoinassociates.com. You can also find us on Twitter [@camoinassociate](https://twitter.com/camoinassociate) and on [Facebook](https://www.facebook.com/camoinassociate).

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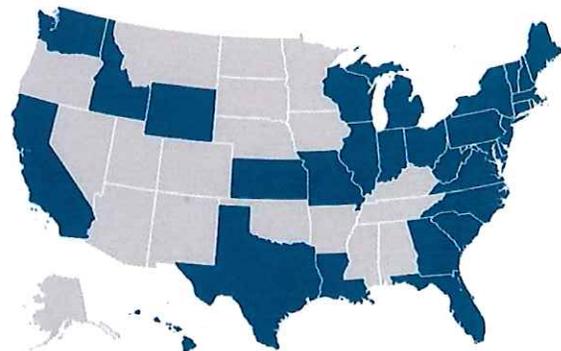


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Executive Summary

The Town of Provincetown is undergoing an economic development strategic planning process to position itself to create a more functional and sustainable year-round economy. For any strategic planning process, it is critical to first lay the groundwork to understand the existing conditions. The following report is a review of the existing economic conditions in the town that lays the foundation for the development of specific economic development recommendations.

The following report summarizes a report completed by the UMass Dartmouth Public Policy Center titled "A Baseline Assessment of the Economic Conditions in Provincetown, Massachusetts" and works to analyze what that means for economic development. Key data findings with implications for economic development are listed below with more detail in the full report.

Key Findings

The following bullets summarize the basic data findings with specific focus what the data points mean for economic development in Provincetown.

- **Over 70% of the population is over 45 years old.**
 - With an older population and relatively high level of isolation at the tip of Cape Cod, Provincetown will need to pay attention to ensuring that the needs of the older residents are being met. Not only the health-related needs but also the goods and services, cultural opportunities, and recreational opportunities that they may want to enjoy throughout the year.
 - An older population also impacts issues related to workforce and particularly on business owners' ability to find the workers they need. Interconnected with the aging population are the challenges that workers to replace those aging out of the workforce have when it comes to affording Provincetown and logistics related to traveling to and from work.
 - Without many young people moving into the area (likely due to limited job and housing options) the population will continue to age and further challenge the employers and other systems in the town. Lack of an adequate supply of workforce related housing exacerbates this problem.
 - Older business owners may be looking for avenues to sell their business to a successor but do not have specific knowledge of this process or have anyone local who may be interested in operating their establishment. Another challenge to business succession planning is the high seasonality of Provincetown's economy. This can negatively affect the attractiveness of certain businesses, limiting the ability of shop owners to retire.

- **The median income in Provincetown is \$57,000 per year.**
 - The median income in Provincetown is \$14,000 less than the rest of Barnstable County.
 - Provincetown workers are limited by their earning potential in seasonal jobs to afford the housing options in town. The dearth of affordable housing options makes it challenging for businesses to attract and retain workers.

- **Housing is extremely expensive, and the market is being driven by second home owners.**
 - The high demand and limited amount of housing has created a situation where the units are extremely expensive and continuing to increase. With impacts being felt by AirBnB properties, second home ownership, and infrastructure capacity issues, housing is an issue that is directly impacting economic development.
 - The seasonal, primarily service industry jobs that are in Provincetown do not make it possible for those who are working in Provincetown to live in Provincetown, and the impact of limited or challenging transportation options exacerbates the issue. 64% of renters were spending over 35%

- of their income on rent in 2015 and 40% of renters spent over 50% of their income. Housing affordability in Provincetown has continued to worsen since 2010.
 - Two recent reports have come out related to housing in Provincetown that highlight the situation, including "Housing on Cape Cod: The High Cost of Doing Nothing" prepared by the Housing Assistance Corporation and Understanding the Housing Needs and Challenges Facing Provincetown, Massachusetts" completed by the UMass Dartmouth Public Policy Center. Both studies acknowledge that the housing situation is being driven by forces that make it financially feasible for owners to rent out for short time frames (seasonal, weekly, etc.) as opposed to a year-round lease. This situation leaves limited rental housing options and prices out the vast majority of those working in the town.
 - In sum, housing, income and demographic challenges are constraining the economy as businesses struggle to find employees to work at their establishments creating severe labor shortages.
- **The town's largest industries are the Accommodation and Food Services and Retail Trade with a combined 1,500+ workers in 2018. Health Care and Social Assistance is the next largest industry.**
 - The data and assessment of the area make it clear that an extremely high number of the jobs in the town rely either directly or indirectly on the influx of visitors and people during the summer season.
 - The service sector jobs tend to pay less than other industries, which brings down the average income levels of those who are working in town. This reinforces the disconnect between the low earnings of those who work in town and the higher earnings of those who live or vacation in town.
 - To create more stability, higher average annual earnings for those in the tourism industry, and create more overall economic activity, the tourism season needs to be extended. Increasing the attractiveness of Provincetown in the non-summer months will require a coordinated approach between lodging, restaurants, retailers, and event planners to make coming to the town in the off-season desirable for the traveler who has so many other options. It may in fact be that "extending the season" means "repurposing the visitation focus of non-peak months" through additional venues amenities, and initiatives such as event/conference space or education/learning based visitation.
 - Health Care and Social Assistance is projected to grow, a local and national trend as the population continues to age. Finding ways to support workers in this industry through training and housing options will be critical to ensuring that the needs of the population are able to be met. The location of Provincetown makes it difficult to access a wide variety of health care providers, so ensuring that tele-health options are available will help meet the need for specialization without having to travel to Boston or elsewhere.
 - **A high percent of local workers report being self-employed.**
 - Nearly 250 workers, 9% of all workers, report being self-employed.
 - This is higher than those who report being self-employed in the state and the nation.
 - Finding ways to support these self-employed individuals through trainings, helping them find space, access to capital, and networking/collaboration opportunities will be critical to expanding their work and financial feasibility.

In conclusion, the Town of Provincetown has a number of significant challenges when it comes to creating a more year-round, higher wage, diverse and therefore sustainable economy, including issues that are not traditionally considered to be economic development, such as housing. While the challenges are clear the specific solutions will not be easy, as they require an "impetus for change" among residents, property owners, and stakeholders. Provincetown is a beautiful community with many high quality of life attributes in a region (Cape Cod) with the same

strengths. While there are challenges, overall things are "not all that bad" for many property owners, residents and visitors. Therefore, education and engagement around clear and focused understanding and strategies will need to occur.



Introduction

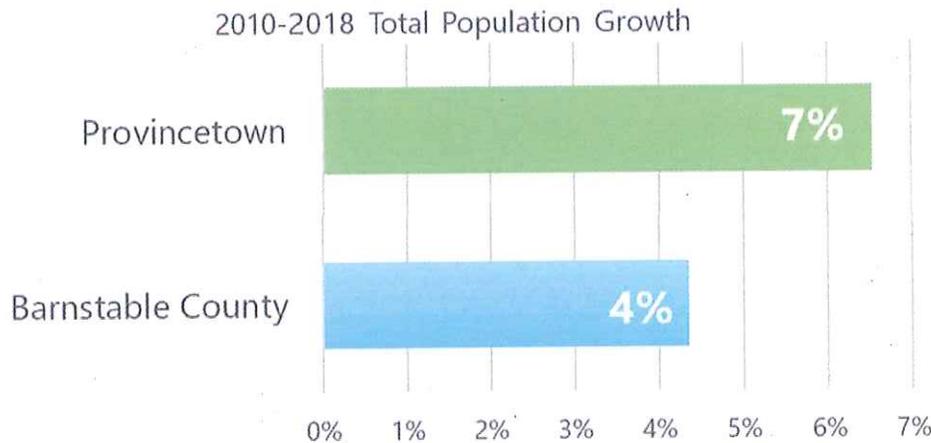
As a first step in crafting an Economic Development Strategic Plan, it is crucial to understand the basic socioeconomic factors that are impacting residents, businesses, and the opportunities for the future. The Public Policy Center at UMass Dartmouth conducted a thorough analysis of the economic factors that impact Provincetown in their report "A Baseline Assessment of Economic Conditions in Provincetown, Massachusetts" and so for this work a more concentrated analysis was conducted to understand how the demographics and industry trends impact opportunities in Provincetown. The following is a summary of the data collected in the previous reports with an eye towards how it impacts economic development in the region.¹

Demographics

Population Growth

According to the Baseline Assessment, Provincetown and Cape Cod have both experienced notable population growth between 1970 and 2000; however, this was followed by a period of decline between 2000 – 2010 (UMass, 2017). Over the past eight years this trend has slightly reversed again. Within Provincetown, the population has grown since 2010. In 2010, about 2,940 people lived in the town and currently over 3,130 people reside in Provincetown. Within the town, the population grew at 7% over the past eight years, which is three percentage points higher compared to 4% growth in Barnstable County. This is good news for the town's economy because despite the high levels of tourism, the increase in population shows **people are interested in staying in the town beyond just visiting for vacation and are able to find housing to be able to do so**. The trend of population growth in the town is projected to continue, growing by another 3% by 2023, adding an additional 80 residents.

Figure 1: 2010-2018 Total Population Growth in Town and County



Age Distribution

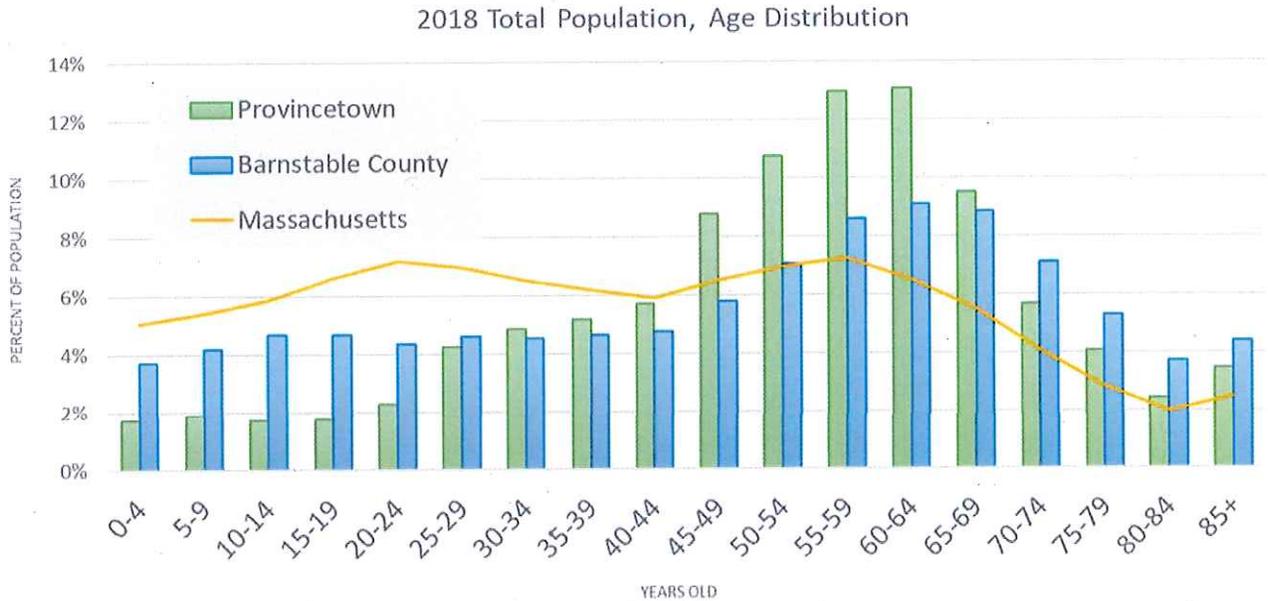
As noted, the population in the town is growing, however, the age distribution of residents is unique compared to that of the county and the state. In particular, the town has a much higher proportion of older residents. About 46% of residents are between the ages of 45 – 65, resulting in about **71% of the population being over 45 years old**, which is ten percentage points higher than the

Source: Esri, U.S. Census

¹ This analysis includes mostly data collected from the UMass Dartmouth Public Policy Center report with some additional data from proprietary data sources, such as EMSI.

county and 26 percentage points higher than the state. Compared to the Cape Regions (Upper, Mid, Lower, and Outer), as defined in the Baseline Assessment, the Outer Cape has the largest share of residents over the age of 45 at 70%, whereas the Upper Cape has the highest share of residents ages 24 and younger (UMass, 2017). Similarly, median age in Provincetown is two years older than Barnstable County, and 15 years older than across all of Massachusetts. **Catering to the needs and preferences of an older population is imperative for the success of Provincetown's economy.**

Figure 2: 2018 Total Population Age Distribution in the Town, County, and State



Source: Esri

Similarly, median age in Provincetown is two years older than Barnstable County, and 15 years older than across all of Massachusetts. **Catering specifically to the needs and preferences of an older population is imperative for the success of Provincetown's economy.**

Figure 3: 2018 Median Age in the Town, County, State and US



Source: Esri

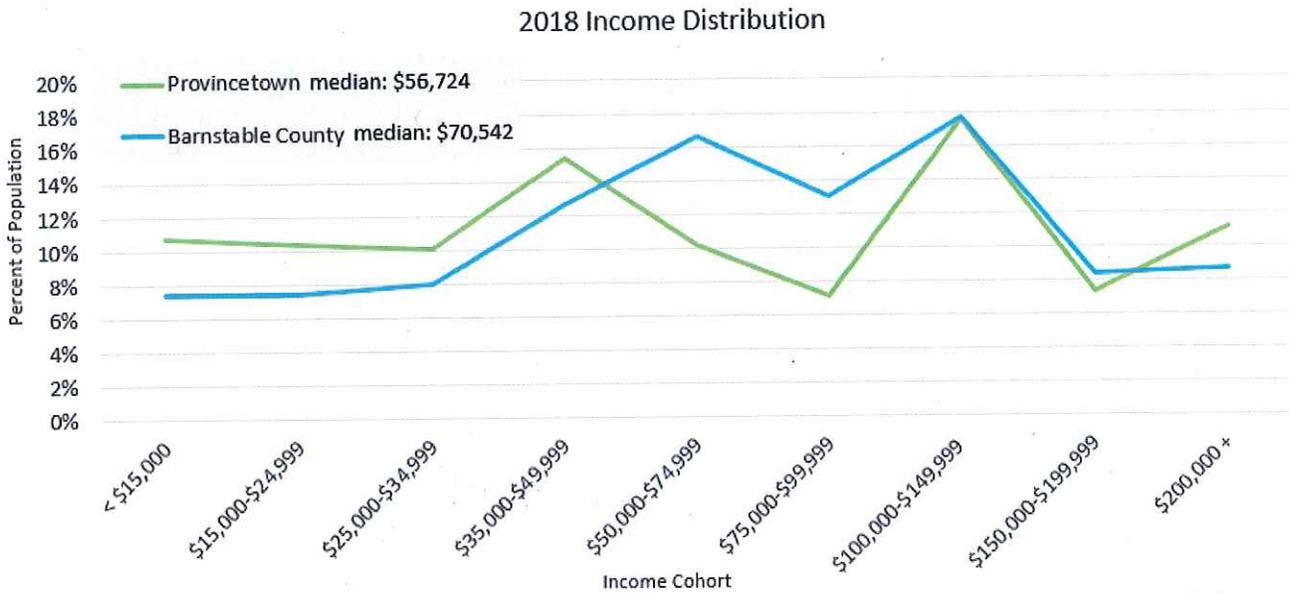
Income

As noted in the Baseline Assessment, per capita income increased in Barnstable County by over 8% from 2000 to 2015, this is much higher than the increase of 3% across the state (UMass, 2017). Additionally, since 2009, the per

capita income of the Cape region has been slightly higher than MA and was over 2% higher than the MA per capita income in 2015 (UMass, 2017).

Currently, the median income in Provincetown is just under \$57,000; which is nearly \$14,000 lower than the median income of the county. As shown in the current income distribution, the percentage of the population with incomes ranging from \$50,000 - \$99,999 is higher in the county than in the town. Similarly, the percentage of the population earning less than \$15,000 - \$34,999 is notably higher in the town than the county. This is due in part to the high number of service-related tourism jobs within the accommodations, retail, and restaurant sectors.

Figure 4: 2018 Income Distribution for the Town and County



Source: Esri

Educational Attainment

The population over the age of 25 in Provincetown is highly educated. As noted in the Baseline Assessment, a higher percentage of Barnstable County's residents, 70%, have college experience, including some college, associates degrees, bachelor's degrees, and graduate degrees, in comparison to Massachusetts at 64% (UMass, 2017). Additionally, Provincetown has an even higher percentage of residents with college experiences at 76%, six percentage points above the county and ten above the state (Esri). Within Provincetown, there is also a significant percentage of the population with graduate/professional degrees, over 23%, compared to just under 19% in the county.

As noted in the Baseline Assessment, within the town, the share of residents with a bachelor's degree increased by over six percentage points from 2000 to 2015. Similarly, residents with a graduate or professional degree increased by over seven percentage points (UMass 2017). At the same time, the share of residents who did not complete high school decreased by 8.5 percentage points (UMass 2017).

Tapestry Segmentation

In general, and on a national level, the population is sometimes described in different "tapestry segments," in other words, groups of the population will have specific characteristics and preferences. Although not all people will resemble these characteristics, these segments are helpful generalizations to better understand tendencies on average, across the nation, of different population groups. As shown in the graphic below, the largest percentage of the population in Provincetown is considered Rural Resort Dwellers, at 36%, this comes as no surprise seeing as how the median age of this population group is just about 54 years old and have an affinity toward second homes. The four estimated population groups that are used to describe Provincetown have similarities. Firstly, two of the four population groups, Emerald City and Trendsetters, are called out specifically as being **socially and environmentally conscious**, therefore businesses in Provincetown should integrate this preference in selling goods, when possible. Secondly, three of four groups, Emerald City, Trendsetters, and Golden Years are labeled as technology-users, whether that be smartphones or at-home desktops, having **accessible and reliable broadband** in Provincetown is important to a majority of the population.



Rural Resort Dwellers, 36%

Median Age: 54.1
Median HH Income: \$50,400

Living mostly in owner-occupied, single-family homes, and strong market for second homes, valued near the US median. *Over half of the housing units are vacant due to a high seasonal vacancy rate.* 42% of households consist of married couples with no children at home while another 28% are single person. Married couples with children at home have older school-age children. They're close to retirement, simplicity, and modesty characterize residents.



Emerald City, 26%

Median Age: 37.4
Median HH Income: \$59,200

Residents mostly live in older, neighborhoods with homes built before 1960; about half of homes are renter-occupied. Median home value and average rent are slightly above the US levels. Single, nonfamily types make up over half of these households. Well-educated, environmentally friends purchasers, conscious of nutrition, and avid cell phone users, describe this population. They enjoy arts, music, and learning new things.



Trendsetters, 20%

Median Age: 36.3
Median HH Income: \$63,100

Singles, living alone or with roommates or partners, more than 75% rent in upscale, multiunit structures. These residents are young and well educated; more than half have a bachelor's degree or more. Residents travel often, exploring destinations and experiences. Socially and environmentally conscious, they pay more for products that support their causes. Up-to-date on technology, they explore and exploit all the features of their smartphones.



Golden Years, 18%

Median Age: 52.3
Median HH Income: \$71,700

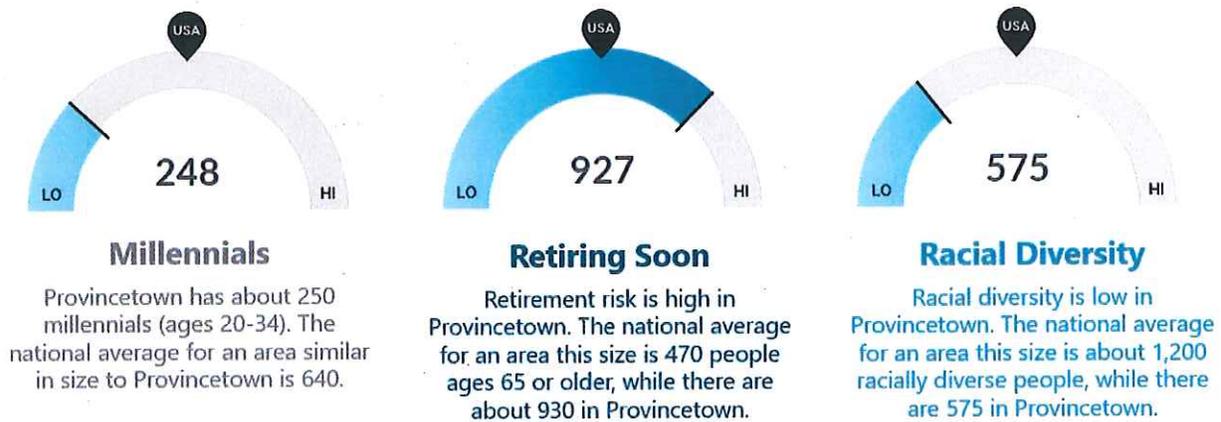
This older market has a median age of 52 years and nearly 32% of residents aged 65 years or older. Single-person households (over 40%) and married-couple families with no children (one-third) dominate these neighborhoods. These consumers are well connected: Internet access is used for everything from shopping or paying bills to monitoring investments and entertainment. They are generous supporters of the arts and charitable organizations.



Characteristics Comparison

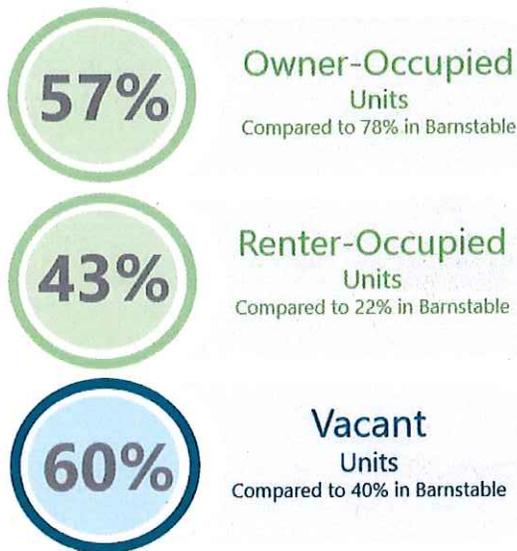
Compared to other regions similar in size to Provincetown, the number of Millennials (people between the ages of 20 – 34) is notably low, whereas people nearing retirement age (ages 65 and over) is notably high. **Although it will be important for Provincetown to position itself as a viable region for Millennials to live, it is equally if not more important for the town to focus effort and resources into serving the current demographic characteristics of the town.**

Figure 5: Population Metric Comparisons for the Town



Source: Esri

Provincetown Housing Tenure



Source: Esri

Housing

Housing Tenure

Over the past 20 years, Provincetown has continued to have much higher housing costs than Barnstable County, Boston, and Massachusetts (UMass, 2017). Provincetown has a high percentage of vacant units throughout the year due to the town being a tourist-destination, at 60% compared to 40% in the county. Additionally, housing costs in the town are high compared to other regions in MA. According to UMass Dartmouth, in 2016, the median price per square foot was 121% higher than in Barnstable County and 150% higher than the state; costs in the town are even higher than in Boston by about 16%.

Provincetown, Massachusetts has seen some severe housing affordability challenges. With a current median household income of \$43,000, the median value of a single-family home is a disproportionate \$790,000.

Housing costs account for a significant percentage of household income. In Provincetown, 64% of renters spent over 35% of their income on rent in 2015,

which is about 14 percentage points higher than the number of renters spending that much of their income on rent across the state (UMass, 2017). **Furthermore, nearly 40% of renters spent over 50% of their income on rent** (UMass, 2017); this is over 20 percentage points higher than the traditional estimate of generally spending being no more than 30% of monthly income on housing. Housing costs are considered burdensome when they are above 35%, and the majority of Provincetown renters are spending that or higher (UMass, 2017). **According to data laid out in the Baseline Assessment, housing affordability in Provincetown has continued to worsen since 2010.**

Not only has affordability continued to be an issue, but, no significant change in the number of housing units occurred within the town between 2009 and 2015; during this time the only notable change was an increase in multi-unit buildings which was likely a result of condominium conversions (UMass, 2017). Since 2007, there have been over 720 condo conversions in the town (UMass, 2017). The Town recognizes this as a significant limitation and is taking steps to combat the issue. Recently, a report released by the Housing Assistance Corp., titled "Housing on Cape Cod: The High Cost of Doing Nothing," showed that the average rent for a room in a house was over \$700 a month, the average studio rent was around \$1,000 a month, and renting a three-bedroom home at nearly \$1,900 (Fraser, 2018). Much of the focus of the report was on workers who make too much to qualify for affordable-housing programs but not enough to afford market rents (Fraser, 2018).

The report noted that the Town is experiencing a shortage of housing that is negatively affecting the economy because employers struggle to both locate housing to attract new employees and keep current employees living on the Cape with reasonably priced housing options. The report notes that, labor shortage and increasing costs for paying workers higher wages, particularly at entry level jobs, equates to even higher costs for other goods and services like health care and for everyday goods (Fraser, 2018).

Because of the demand and town characteristics, Provincetown identified three categories of housing need, and has continued to create specific benchmarks within each of the following:

- **Affordable Housing:** to provide year-round housing for very low/low/moderate income individuals, at or below 50%, 65%, 80% of Area Median Income (Barnstable County AMI is ~\$77K). To date, 179 rental units and 46 owner units have been built, however, is a continued and growing demand.
- **Community Housing:** which provides year-round median/middle income – 80%-160%, of Barnstable County AMI. To date, 5 rental units and 8 owner units have been built for this purpose.
- **Seasonal Workforce Rental Housing:** this currently has no formal programs in place, but the Town is talking to businesses about strategies to implement in the future. This will be an imperative strategy in order to continue the growth and success of the tourism industry.

Housing Permits

The following two tables show the number of housing unit building permits that were distributed per year, by unit type, within Provincetown and Barnstable County between 2010-2017. Note that cells showing a dash indicate no permits were issued. Within Provincetown, the number of housing unit building permits has kept a steady trend of 10 in total per year between 2014-2017. This however is much lower than previous estimates, between 31-46 during the years from 2010-2013. This is consistent with the common theme of lacking housing options in the town. The trend within Provincetown, however, does not mirror what is happening in the county. Instead, within Barnstable county, 2017 saw the highest number of housing unit permits distributed at over 870, this is up from between 400-640 between 2010-2016.

Table 1: Provincetown, Housing Unit Building Permits, 2012-2017

Provincetown, Housing Unit Building Permits, 2010-2017								
Type of Unit Structure	2010	2011	2012	2013	2014	2015	2016	2017
Single-Family	20	14	16	1	11	10	11	2
All Multi-Family	13	17	25	45	-	-	-	8
2-unit Multi-Family	-	-	-	2	-	-	-	8
3- and 4-unit Multi-Family	-	-	-	3	-	-	-	-
5+ Unit Multi-Family	13	17	25	40	-	-	-	-
Total Units	33	31	41	46	11	10	11	10

Source: HUD

Table 2: Barnstable County, Housing Unit Building Permits, 2012-2017

Barnstable County, Housing Unit Building Permits, 2012-2017								
Type of Unit Structure	2010	2011	2012	2013	2014	2015	2016	2017
Single-Family	381	342	410	425	530	550	495	489
All Multi-Family	37	62	182	171	110	22	10	382
2-unit Multi-Family	-	8	24	4	4	10	10	10
3- and 4-unit Multi-Family	3	7	28	59	15	6	-	-
5+ Unit Multi-Family	34	47	130	108	91	6	-	372
Total Units	418	404	592	596	640	572	505	871

Source: HUD

Economy

Top Industries by Employment

As noted in the Baseline Assessment, Provincetown is a summer tourist destination, and the economy is highly seasonal. The number of Provincetown residents who are employed fluctuates 25% every year from about 1,600 in the winter, to about 2,000² in the summer (UMass, 2017). Provincetown's economy is highly-reliant on seasonal tourism, this has a notable effect on the industries, occupations, and earnings by job in the town. The seasonal nature of work helps tourism-related industries thrive, however, can pose as a barrier to success for certain year-round professional industries that rely on a broad workforce and broad consumer base.

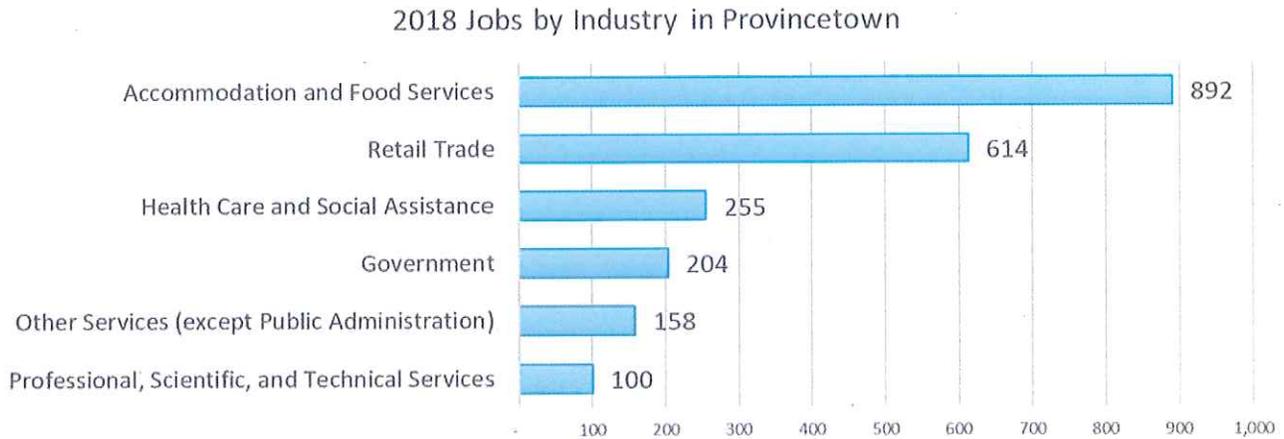
Currently, we estimate that there are just under 2,700 jobs located within Provincetown (employees may or may not be town residents). Six industries employ 100 workers or more in the town, with the largest industry employers being Accommodation and Food Services followed by Retail Trade, collectively employing over 1,500 workers. Also noted in the Baseline Assessment, the size of the tourism-related industry cluster is far larger than all other industry clusters in the town (UMass, 2017). Other industries of note include Health Care and Social Assistance; Government; Other Services;³ and Professional Scientific and Technical Services. The occupations associated with the top

² Estimated within the Baseline Assessment created by UMass, monthly employment was measured between 2010-2017.

³ According to the BLS, establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities, such as equipment and machinery repairing, promoting or administering religious activities, grantmaking, advocacy, and providing dry-cleaning and laundry services, personal care services, death care services, pet care services, photofinishing services, temporary parking services, and dating services.

industries are mostly service-related occupations connected to the tourism sector, however, with notable growth in the health care sector, there is also growth in medical-related occupations as well (UMass, 2017).

Figure 6: 2018 Jobs by Top Industries in Provincetown



Source: EMSI

Health Care and Social Assistance accounted for over 250 jobs in 2018 and is projected to grow significantly, adding 44 jobs over the next five years. This trend is not unique to Provincetown. Many regions across the county are facing an increase in demand for Health Care and Social Assistance jobs. However, despite the commonality of this trend, it may be of more significance in the town due to the population age distribution. **The high proportion of older people living in the Provincetown will eventually mean a high demand for high-quality health care infrastructure.**

Considering an aging population and new innovations in the provision of health care, Provincetown may want to explore options in supporting a wide variety of health care options such as convenient care options. Small-scale, specialty clinics that provide convenient and low-cost care provide an alternative to a full-scale hospital facility. Supporting “telehealth” is a strategy for patients to access and increase self-care while potentially reducing office visits and travel time.⁴ Embracing these health care alternatives can have positive impacts on quality of life and overall community health.

⁴ Top 10 health care innovations, Deloitte

Since 2013, Provincetown has added just under 150 jobs, a 6% increase in growth. This trend is projected to slow over the next five years with only 23 jobs projected to be added, growing at a marginal 1%. As noted, the Health Care and Social Assistance industry is well-positioned for growth considering the age distribution of the town. Additionally, the Arts, Entertainment, and Recreation industry has shown steady growth over the past five years and is projected to continue growing. **Promoting growth in this industry would provide residents and visitors additional activity options both during summer seasons, and winter months.**

Table 3: Historic and Projected Jobs by Industries in Provincetown

Industries in Provincetown, 2013-2023								
NAICS	Description	2013 Jobs	2018 Jobs	2023 Jobs	2013 - 2018 Change	2013 - 2018 % Change	2018 - 2023 Change	2018 - 2023 % Change
72	Accommodation and Food Services	846	892	893	46	5%	1	0%
44	Retail Trade	611	614	589	3	0%	(25)	(4%)
62	Health Care and Social Assistance	211	255	284	44	21%	29	11%
90	Government	201	204	204	3	1%	-	0%
81	Other Services (except Public Administration)	159	158	165	(1)	(1%)	7	4%
54	Professional, Scientific, and Technical Services	96	100	101	4	4%	1	1%
71	Arts, Entertainment, and Recreation	77	84	89	7	9%	5	6%
53	Real Estate and Rental and Leasing	60	69	71	9	15%	2	3%
48	Transportation and Warehousing	46	60	58	14	30%	(2)	(3%)
52	Finance and Insurance	55	60	61	5	9%	1	2%
51	Information	51	47	42	(4)	(8%)	(5)	(11%)
56	Administrative and Support and Waste Management and Remediation Services	47	47	47	-	0%	-	0%
11	Agriculture, Forestry, Fishing and Hunting	17	32	37	15	88%	5	16%
23	Construction	21	24	24	3	14%	-	0%
42	Wholesale Trade	19	16	16	(3)	(16%)	-	0%
	Total	2,526	2,673	2,696	147	6%	23	1%

Note: Only industries employing 10 people or more are shown in the table

Source: EMSI

As noted in the Baseline Assessment, in addition to a strong tourism sector and growing health care sector, Provincetown is also strong in transportation and warehousing. The LQ in this sector is 37.0 showing significant concentration, which can be attributed to the municipal airport (UMass, 2017).

Also noted in the Baseline Assessment, the top five fastest growing industry clusters include (1) Hospitality and Tourism, (2) Marketing, Design & Publishing, (3) Business Services, (4) Financial Services, and (5) Distribution & Electronic Equipment (UMass, 2017). Cumulatively, these clusters added about 50 jobs between 2010 – 2015 (UMass, 2017).

Self-Employment in Provincetown

Within the town, nearly 250 individuals, 9% of all workers, report being self-employed. the percentage of self-employed workers compared to all workers is higher in Provincetown than in the state and the nation, both with 6% of workers reporting as self-employed. Within the town, industries with the highest number of self-employed

workers include Retail Trade with 50 workers, Other Services (except Public Administration) with 34, and Professional, Scientific, and Technical Services with 27 workers. Within the town there is a significant number of self-employed workers in Agriculture, Forestry, Fishing and Hunting, which was also noted as an industry of specialization in the town, according to the Baseline Assessment.

Table 4: Self-Employed Workers by Industry in Provincetown, The State, and the US

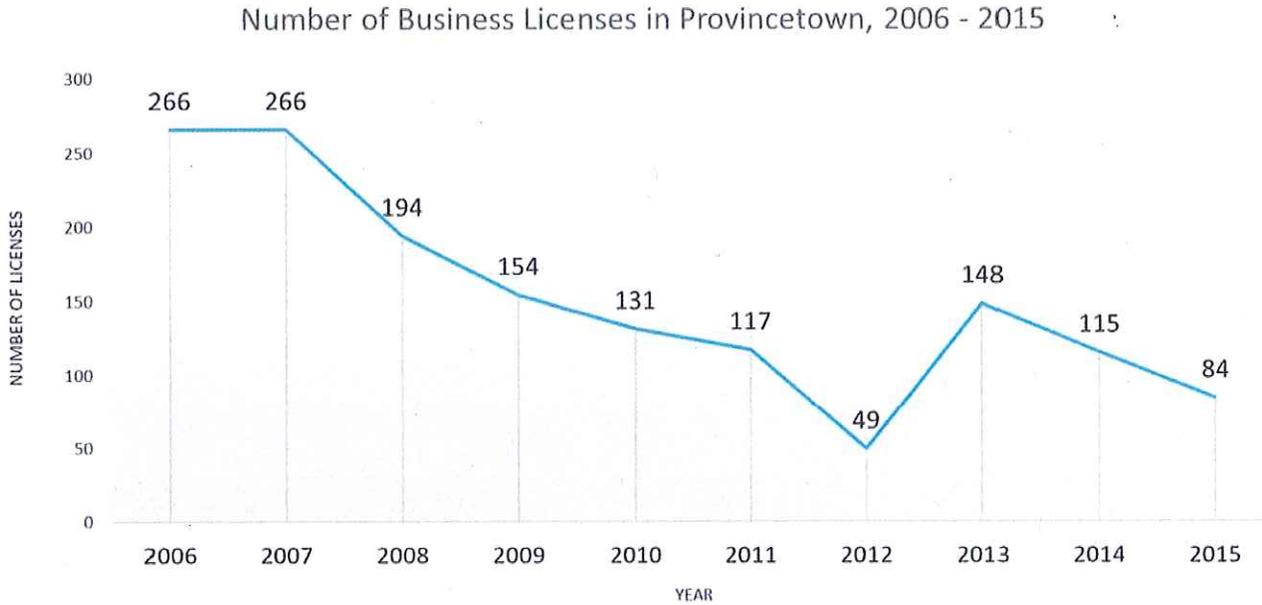
Self-Employed Workers by Industry in Provincetown Compared to State and Nation, 2018					
NAICS 2-digit	Description	Self-Employed Workers	Percent Self-Employed	MA Percent Self-Employed	USA Percent Self-Employed
11	Agriculture, Forestry, Fishing and Hunting	23	72%	28%	27%
71	Arts, Entertainment, and Recreation	23	27%	18%	17%
54	Professional, Scientific, and Technical Services	27	27%	12%	12%
56	Administrative and Support and Waste Management and Remediation Services	12	25%	9%	9%
53	Real Estate and Rental and Leasing	16	24%	19%	18%
51	Information	10	22%	3%	6%
81	Other Services (except Public Administration)	34	22%	22%	23%
62	Health Care and Social Assistance	22	8%	4%	4%
44	Retail Trade	50	8%	3%	4%
72	Accommodation and Food Services	11	1%	1%	2%
	Total	248	9%	6%	6%

Note: Only industries with 10 or more self-employed jobs in the Provincetown in 2018 are shown

Source: Emsi

According to the Baseline Assessment, the Town has approved just over 1,500 new business licenses between 2006 – 2015 (UMass, 2017). A notable portion of business licenses, 35%, were awarded within the first two years, 2006 and 2007. Both years saw 266 new business licenses approved. In 2012, the Town experienced an all-time low in approvals at only 49, this was followed by an increase to nearly 150 in 2013. However, since 2013, the number of new approved business licenses has been on the decline (UMass, 2017).

Figure 7: Number of Business Licenses in Provincetown, 2006-2015



Source: UMass Baseline Assessment

Of new business licenses in 2014 and 2015, the largest number, at 69 licenses, were awarded to businesses operating in transportation, which demonstrates the small businesses supporting the Transportation and Warehousing industry (UMass, 2017). This was followed by retail licenses at 45, and food services licenses at 33 (UMass, 2017). These business licenses can likely be attributed to the tourism-related industry.

As of 2015, there were just over 790 people both living and working within Provincetown. There were an additional nearly 760 individuals employed in Provincetown but living somewhere outside of the town, and an additional 600 people living in Provincetown and employed somewhere outside of the town. This commuter inflow and outflow is depicted below. (Please note: arrows do not indicate exact direction, instead indicate general inflow and outflow.) Noted in the Baseline Assessment, Barnstable County residents who are employed elsewhere earn higher wages than outside workers employed within the region, while people working and living in Barnstable County earn wages lower than both groups (UMass, 2017). Similarly, Workers who are employed in Provincetown but live outside, earn more than residents of Provincetown working within the town and elsewhere (UMass, 2017). This can be due in part to the large number of service-related occupations that serve the tourism industry. In addition, people living in Barnstable County but are employed elsewhere earn higher wages than those who are living outside of the county but working within the county (UMass, 2017). Comparatively, people living and working within Barnstable County earn lower wages than both groups (UMass, 2017). **Due in part to commuter inflow and outflow, high median age, and high educational attainment level of people living within Provincetown, coupled with the strong tourism economy, we infer that Provincetown is exporting skilled workers in professional industries and importing unskilled workers to support accommodations, food services, and retail.**

Figure 8: Commuter Inflow and Outflow, Provincetown



The majority of residents, approximately 61%, within the town traveling from home to work, travel less than 10 miles to work. However, there is a notable percentage of people, 17%, who travel over 50 miles to work.

Similarly, the majority of workers, approximately 58%, within the town traveling from work to home, travel less than 10 miles to work. However, there is an even spread between having 13% travel between 10 -24 miles, 15% between 25 – 50 miles and 14% traveling over 50 miles.

Figure 9: Provincetown Jobs by Direction, Home to Work, 2015

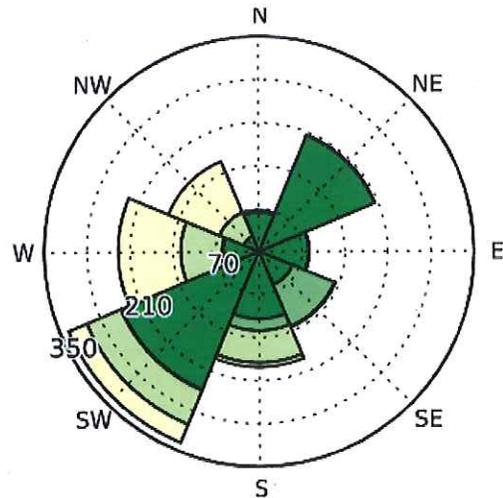


Table 5: Provincetown Jobs by Distance, Home to Work, 2015

Jobs by Distance - Traveling from Home to Work, 2015		
	Count	Share
Less than 10 miles	846	61%
10 to 24 miles	95	7%
25 to 50 miles	222	16%
Greater than 50 miles	234	17%
Total	1,397	100%

Source: Census OnTheMap

Source: Census OnTheMap

Table 6: Provincetown Jobs by Distance, Work to Home, 2015

Jobs by Distance - Traveling from Work to Home, 2015		
	Count	Share
Less than 10 miles	893	58%
10 to 24 miles	207	13%
25 to 50 miles	227	15%
Greater than 50 miles	223	14%
Total	1,550	100%

Source: Census OnTheMap

As noted in the Baseline Assessment, employment interchange levels between Provincetown and other communities is high, particularly in Truro, Wellfleet, Barnstable, Boston, and Eastham (UMass, 2017). Knowing commuting patterns of workers and employment interchange levels would suggest that shared services among the regional communities could generate efficiencies for residents, workers, and visitors alike.

Despite exporting skilled workers, the labor force participation rate in the town was high in 2016, reaching just over 63%, this is over three percentage points higher than the county. Oppositely, the unemployment rate in the town was notable higher than the county and state at nearly 9% in 2016. **This may indicate that more people living in Provincetown would pursue the opportunity to work in Provincetown if the option became available.**

Table 7: Economic Indicators, 2016

Economic Indicators, 2016		
	Labor Force Participation Rate	Unemployment Rate
Provincetown	63.2%	8.9%
Barnstable County	60.0%	6.3%
Massachusetts	67.5%	6.8%

Source: American Community Survey (ACS) 1-year estimates, Table S2301

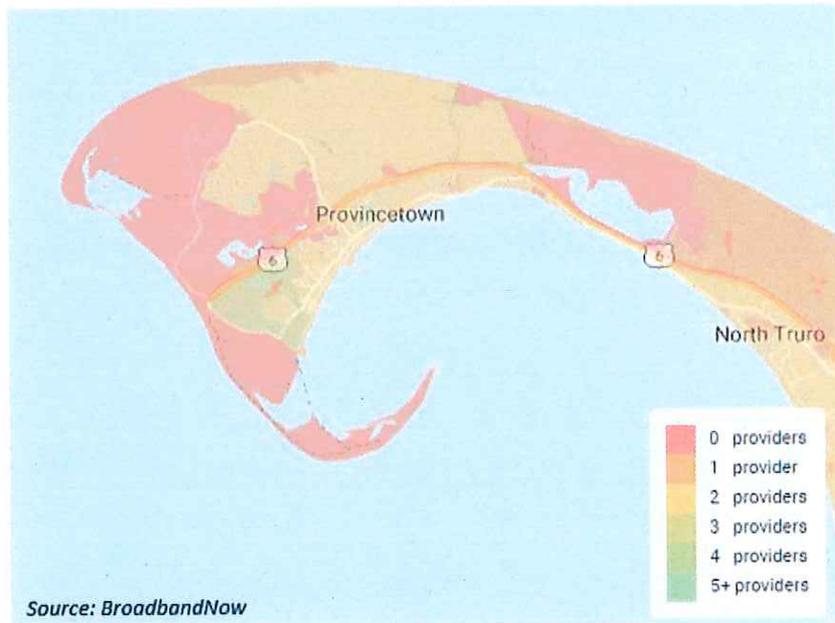
Taxes

The Baseline Assessment reports that inflation-adjusted sales, room, and meals tax payments have consistently increased over time, suggesting that tourism is increasing, prices are rising faster than inflation or possibly both (UMass, 2017). Also, according to the Baseline Assessment, state tax collections show a consistent increase from 2004 – 2014. Consistent with other data displaying the seasonality of Provincetown's economy, more sales are made in the summer months than others (UMass, 2017). Additionally, offseason sales have increased at an average annual growth rate of nearly 7%, while sales increase at an average annual growth rate of nearly 5% during peak months (UMass, 2017). The increase in sales during off-peak months shows potential for honing winter-tourism.

Broadband

To provide for both business endeavors and resident preferences, it is imperative that Provincetown have adequate broadband coverage. As shown in the map image below, a large portion of the town has access to between one and two internet providers, however, some portions of the town do not have access to any residential internet providers. For those who do have access, the average download speed in Provincetown is 49.39 Mbps which is about 10% faster than the average in Massachusetts and 20% faster than the national average, according to BroadbandNow.

Figure 10: Internet Providers, Provincetown



Attachment A: Data Sources

Proprietary Data Sources



Economic Modeling Specialists International (EMSI)

To analyze the industrial makeup of a study area, industry data organized by the North American Industrial Classification System (NAICS) is assessed. Camoin Associates subscribes to Economic Modeling Specialists Intl. (EMSI), a proprietary data provider that aggregates economic data from approximately 90 sources. EMSI industry data, in our experience, is more complete than most or perhaps all local data sources (for more information on EMSI, please see www.economicmodeling.com). This is because local data sources typically miss significant employment counts by industry because data on sole proprietorships and contractual employment (i.e. 1099 contractor positions) is not included and because certain employment counts are suppressed from BLS/BEA figures for confidentiality reasons when too few establishments exist within a single NAICS code.



Esri Business Analyst Online (BAO)

ESRI is the leading provider of location-driven market insights. It combines demographic, lifestyle, and spending data with map-based analytics to provide market intelligence for strategic decision-making. ESRI uses proprietary statistical models and data from the U.S. Census Bureau, the U.S. Postal Service, and various other sources to present current conditions and project future trends. Esri data are used by developers to maximize their portfolio, retailers to understand growth opportunities, and by economic developers to attract business that fit their community. For more information, visit www.esri.com.



CoStar

CoStar is the leading source of commercial real estate intelligence in the U.S. It provides a full market inventory of properties and spaces—available as well as fully leased—by market and submarket. Details on vacancy, absorption, lease rates, inventory, and other real estate market data are provided, as well as property-specific information including photos and floor plans. CoStar covers office, retail, industrial, and multifamily markets. CoStar data is researched and verified by the industry's largest professional research team. With 1,200 researchers and 130 field research vehicles, CoStar's team makes calls to property managers; reviews court filings, tax assessor records and deeds; visits construction sites; and scans the web to uncover nearly real-time market changes. More at www.costar.com.



IBISWorld

IBISWorld is one of the world's leading publishers of business intelligence, specializing in industry and procurement research. Through its detailed industry reports available at 5-digit NAICS level, IBISWorld provides insight into market conditions for targeted industries, helps to identify major suppliers or supply chain, and provides an understanding of competitor activity. More at www.ibisworld.com

Public Data Sources



American Community Survey (ACS), U.S. Census

The American Community Survey (ACS) is an ongoing statistical survey by the U.S. Census Bureau that gathers demographic and socioeconomic information on age, sex, race, family and relationships, income and benefits, health insurance, education, veteran status, disabilities, commute patterns, and other topics. The survey is mandatory to fill out, but the survey is only sent to a small sample of the population on a rotating basis. The survey is crucial to major planning decisions, like vital services and infrastructure investments, made by municipalities and cities. The questions on the ACS are different than those asked on the decennial census and provide ongoing demographic updates of the nation down to the block group level. For more information on the ACS, visit <http://www.census.gov/programs-surveys/acs/>



OnTheMap, U.S. Census

OnTheMap is a tool developed through the U.S. Census Longitudinal Employer-Household Dynamics (LEHD) program that helps to visualize Local Employment Dynamics (LED) data about where workers are employed and where they live. There are also visual mapping capabilities for data on age, earnings, industry distributions, race, ethnicity, educational attainment, and sex. The OnTheMap tool can be found here, along with links to documentation: <http://onthemap.ces.census.gov/>.

Economic Census

The Economic Census is the U.S. Government's official five-year measure of American business and the economy. It is conducted by the U.S. Census Bureau for years ending in '2' and '7'. The Economic Census is the most comprehensive source of information about American businesses from the national to the local level. Published statistics cover more than 1,000 industries, 15,000 products, every state, over 3,000 counties, 15,000 cities and towns, and Puerto Rico and other U.S. Island Areas. More at: <https://www.census.gov/programs-surveys/economic-census/about.html>.

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**Provincetown Select Board
AGENDA ACTION REQUEST
Monday, December 10, 2018**

6D

TOWN MANAGER'S REPORT

Administrative Updates

Requested by: Town Manager David B. Panagore

Action Sought: Discussion

Proposed Motion(s)

Discussion dependent – votes may be taken.

Additional Information

Please See attached documents:

- Staff Bi-Weekly Report
- Progress Report on Marijuana Establishments
- Final UMass Dartmouth Report
- Calendar

Board Action

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>

Memo

To: Board of Selectmen
From: David B. Panagore, Town Manager
CC: Senior Staff
Date: December 4, 2018
Re: Bi-weekly Departmental Update

This bi-weekly report provides an update of recent town department activity. Progress on the overall Strategic Plan will be provided on a quarterly basis, with the first draft in front of the Select Board at the January 28th meeting.

Conference and Meeting Attendance

The Town Clerk attended the Town Clerk's Annual Winter Meeting in Sandwich on November 27th, discussing recent Town Election successes and ways to streamline future voting endeavors (*Town Clerk*).

The Town Clerk and Assistant Town Clerk attended the Census, Campaign, and Political finance training in Holliston on November 28th. This mentoring workshop covered census preparatory work, procedures, best practices, formatting and printing forms, processing, confirmation mailings, and record retention requirements (*Town Clerk*).

The Health Director attended the Massachusetts Health Officers Association (MHOA) Annual Conference in Falmouth November 13th through November 15th. The conference was filled with information sharing and networking opportunities with other health agents throughout the state (*Community Development-Health Division*).

The Shellfish Constable and Harbormaster will be attending the 6th annual regional conference on December 4th-5th. Hosted by the Waquoit Bay National Estuarine Research Reserve and partners, this program looks at water quality, resource protection and economic issues of the region to inform better management and stewardship of our shared coastal resources. This year's themes are water quality and resiliency (*Harbormaster*).

The Council on Aging Director attended the State Office of Rural Health (SORH) and the Massachusetts Rural Council on Health's (MARCH) regional rural networking meeting for

local municipal departments and human services providers in November in Eastham. The one-time, day-long conference focused on aging services on the Outer Cape and included an overview of the SORH, a panel sharing best practices and innovative programming, and interactive sessions identifying issues and developing opportunities for local collaboration (*Council on Aging*).

Goal 1-Economic Development

Support and increase the year round population

- Economic Development Planning: Camoin Associates returned to Provincetown on November 28th and 29th, hosting a Community Forum as well as Focus Groups. The five Focus Groups mirroring their five themes outlined in the Summary of Themes report issued in October. These themes were: Arts and Culture, Housing, Tourism and Conference Center, Blue Economy, and Education. Focus group discussions were held at The Commons with approximately a dozen attendees at each session. In addition, several dozen people participated in the Economic Development Forum on November 28th held at Town Hall. Camoin Associates will return in the Spring of 2019 to present their findings to the Select Board, as well as recommendations for the next steps the Town may take moving forward (*Community Development-Housing*).

Promote policies that encourage the development of year round business, entrepreneurial opportunities and jobs while maintaining community character

- Provincetown Commons: A preliminary walk through in anticipation of receiving a final Certificate of Occupancy was conducted on September 22, 2018. Most of the repairs and renovations have been completed, and belongings have been moved into the building under a Temporary Certificate of Occupancy (*Community Development-Building*).

Support efforts to improve residential quality of life

- Winter Community Class Opportunity: Winter Wednesdays 2019 is looking for instructors. This free community program offers courses from February through March on a variety of topics. Please tell your friends and neighbors about this great event. Apply via email to the Winter Wednesdays Coordinator, Shane Landry at shanedlandry@gmail.com (*Community Development-Health Division*).
- Teen Night: October 5th marked the start of the Teen Night program. This program was initially started November 2017 after the Recreation Department polled parents and children asking for ideas on programming. The glaring need was something to be provided for our teenage population. As a result, two Fridays each month are reserved at the Veterans Memorial Community Center for children grades 7th-9th, to come and hang out with their peers in a safe and friendly environment. During this time, teenagers can use the amenities of the Community Center, have dinner, and socialize amongst each other while being monitored by staff. Last year's attendance averaged 6-8 kids per night.

The first one this year produced 12 participants, and feel attendance will grow as friends talk amongst each other about what they do on the weekends (*Recreation Department*).

- David Asher Holiday Dinner: The annual dinner for seniors will be held on Sunday, December 9th, at noon at the Senior Center. Hosted by the Provincetown Business Guild (PBG) in the past, it is now sponsored and staffed by volunteers through the Lower Cape Ambulance Association (*Council on Aging*).
- Cape Cod Regional Transit Authority (CCRTA): The CCRTA hosts bi-annual meetings with COAST (Cape COA Directors' group) to strengthen the partnership between CCRTA and COAs, and provides an opportunity to update new programs and services. At the November meeting, the COA Director learned that the COA will receive a new leased (free) bus in 2019 to replace the current vehicle, as well as a stipend, based on passenger miles, to be used for our transportation program (*Council on Aging*).

Goal 2- Housing

Increase Community Housing availability

- Harbor Hill: Town staff and architects continue to work on a plan for the renovation rebidding of Harbor Hill, along with finalizing the contract for management with the Community Development Partnership. The property management contract will be presented to the Year Round Housing Trust on December 4th for their approval. Progress has moved forward on Building 5 in the form of replacing water heaters, separating water lines, and replacing laundry valves, all heading toward achieving occupancy. The Year Round Housing Trust is paying the on-call vendors (plumbers, electricians, etc.) directly, and will be reimbursing the Town for the expenses done on DPW time (*Community Development-Housing*).
- Document scanning: The work to scan the archival files continues, with the files being scanned including the large format building plans stored in Fire Station #2. Several duplicate items have been identified, culled out of the street jackets, freeing up storage, with the goal of making this space available to the Community (*Community Development-Building*).

Goal 3-Built and Natural Environment

Promote Policies and programs that protect and sustain the natural environment, and our community's way of life

- Harbor Assessment Pilot Program: The Cape Cod Commission is following through on the request to provide data and analysis for the regional economic impacts of the harbors. They have selected Provincetown, Chatham, Dennis and Falmouth for this study. When completed, the reports and tools developed will support grant requests for dredging, nourishment and economic development. It will also provide a way for Provincetown to illustrate its value or our "Blue Economy" to the Town as a whole, and how these tools will be transportable to other towns (*Harbormaster*).

- Water Department: Water Department distribution staff will be performing several seasonal water shut-offs (as requested by property owners), as well as a service connection to a new property on Ships Way. Treatment staff are preparing for maintenance to the air compressor system used for the filtration process, as well as performing routine monthly sampling requirements. The Winslow Street water tank is still out of service, as the contractor is currently performing welding on the interior in order to repair spots of heavy corrosion. The contractor will be heating the interior space, since the epoxy coating and fillers must be cured at a minimum of thirty –five degrees (*Department of Public Works*).
- Buildings & Grounds: The Building and Grounds crew continues its general maintenance such as chimney work at the Library and Tourism buildings, generator work at the Veterans Memorial Community Center (VMCC), and plumbing work and estimating for Harbor Hill (*Department of Public Works*).
- New Police Station: The police station project is slated to be heard by the Planning Board on December 13th. The Building Committee meets on Tuesday December 4th, to discuss Select Board comments as well as public comments received since the November 13th presentation (*Department of Public Works*).
- Shark Advisory Group: Public safety officials from the Outer Cape, National Seashore (NPS), The Atlantic White Shark Conservancy, and Division of Marine Fisheries (DMF) continue to meet as a working group to address education, research, and review technologies that could help with detection or exclusion of sharks. In 2012, the group was awarded a Community Innovation grant to produce educational materials and signs for the beaches. This was in conjunction with the tagging program of DMF and the Conservancy. Since the death of the surfer on Longnook beach in Wellfleet, the public has been intensely interested in the subject. This fall, the group reviewed brochures, signs, and talking points, and is updating messaging to be more direct. The stop the bleed classes for staff and citizens are being promoted, and the group is working to improve communications and equipment on the ocean beaches. A report on the various technologies will discuss the benefits and drawbacks of each (i.e. clever buoys, drones, nets, etc.) (*Harbormaster*).

Goal 4-Community Engagement and Communications

Use the Town Library as a resource, continue to invite and encourage community engagement through outreach and programming

- First Light: The Library is hosting a Drag Queen Story Hour with Roxy Pops on December 30th, at 1:30pm. On December 31st, the Library and the Bicycle Committee will co-host a bicycle and helmet decorating event in preparation for the New Year's Eve Bike Ride (*Library Department*).
- Light up the Library: This year the Library is illuminated at night with holiday lights. These lights will remain on display through the New Year (*Library Department*).
- Library Databases: Through the Massachusetts Board of Library Commissioners (MBLC), the Library offers access to over nearly fifty databases ranging from

bilingual encyclopedias, small business resources, culinary arts, home improvement, and health information. More information can be found by following this link: <https://tinyurl.com/y845vnmv> (Library Department).

Improve public access to Government through and updated Town website

- MUNIS: The MIS Department has been facilitating sessions with MUNIS and Town personnel to ensure that the payroll module is properly prepared for a January 2019 launch. This involves training and aligning data sets between our legacy payroll system and the new MUNIS payroll module (Finance/Management Information Systems Department).
- Accela: The MIS Department has been working with the Cape Cod Commission to streamline the pre-application process in Community Development Department. This will provide an applicant, after an initial meeting with building officials, with a comprehensive list of necessary approvals for a particular project (Finance/Management Information Systems Department).

Goal 5-Emergency Planning and Management

Ensure that emergencies will be responded to effectively, minimizing the loss of lives and property damage

- Highway Department: Highway Department crews are preparing all winter maintenance equipment for the upcoming season, includes winterizing spring and summer equipment for storage. Sanding equipment is being overhauled and placed on trucks for use. Construction crews continue to work on the Commercial Street water service and Standish Street intersection improvements. Highway department staff is performing roadway patching, vegetation trimming, and other miscellaneous work ahead of the winter season (Department of Public Works).

Goal 6- Government, Operations, and Finance

Government and Operations

Pursue policies that foster community education on issues of public concern

- Special Town Meeting: The package has been submitted to the AG's Office for approval of Zoning By-Law Amendments of the October 29th, 2018 Special Town Meeting (Town Clerk).
- Standardized Testing: School MIS is configuring an additional caching mechanism for standardized testing that will store test data locally. This will allow online testing to more efficiently move data back and forth between the Internet and the local network. MIS is also assisting school staff with changes to report card formatting (Finance/Management Information Systems Department).

Finance

Enforce strong financial policies and internal controls to improve transparency and to continue Provincetown on a secure and stable financial path

- FY20 Budget: The FY2020 departmental budget reviews with the Town Manager began the week of December 3rd (*Finance Department*).

Provide budgetary and financial information that reflect the financial activity of each department including promoting the use of "Open Gov" as a tool for Financial Transparency

- Five Year Capital Improvement Plan (CIP): The Draft CIP was delivered to the Select Board via email on Monday, December 3rd (*Finance Department*).

Provide a full revenue and expenditure summary for each department within the operating budget

- Departmental Revenue: The finance team revised the chart of accounts so that revenue can be tracked by department for FY19 and forward (*Finance Department*).

Staff Updates

The Health Department has welcomed a new Health Agent, Lezli Rowell. Ms. Rowell served on the Wellfleet Board of Health for thirteen years and is a welcome addition to the Department. Outgoing Health Agent Laura Marin will be leaving in early January after almost four years of exceptional service (*Community Development-Health Division*).

Town Manager

To: Board of Selectmen
From: David B. Panagore, Town Manager
Date: December 4th, 2018
Re: Progress Report on Marijuana Establishments

The Town authorized recreational marijuana establishment in a zoning bylaw in April 2018. Since the Select Board's approval of the draft Community Host Agreement and delegation to the Town Manager for final negotiations on October 22, 2018, there are seven establishments in various stages of the permitting process. Their information is as follows:

Name	Location	Status
Curaleaf	170 Commercial St	Community meeting held June 7, 2018 Host Agreement signed November 15, 2018 State License pending Special Permit approved August 23, 2018 Local License pending
Green Harbor	45 Court St	Community meeting held May 21, 2018 Host Agreement signed November 30, 2018 State license pending Special Permit pending Local License pending
Haven Center	308 Commercial St	Community meeting held June 8, 2018 Host Agreement signed November 21, 2018 State license pending Special permit pending Local License pending
Heal Inc	48 Shank Painter	Community meeting October 25, 2018 Host Agreement pending State license pending Special Permit hearing Dec 13, 2018 Local License pending
Hennep	246 Commercial St	Community meeting held May 11, 2018 Host agreement signed November 8, 2018 State License pending Special Permit pending Local License pending
Jean's Wellness	137 Commercial St	Community meeting held December 1, 2018 Host agreement pending State License pending Special Permit pending

		Local License pending
Verdant	44Captain Berties Wy	Community meeting held November 29, 2018 Host agreement pending State License pending Special Permit approved July 26, 2018 * Appealed Sep 17, 2018 Local License pending

Process

First step in the process is for the applicant to notify abutters and hold a community meeting to inform the community of their intentions and to explain their operation.

The second step is to enter into a host agreement with the Town. The host agreement includes which public benefits they establishment agrees to contribute to community.

Once both of these steps have occurred then they may move forward with the licensing process at the Cannabis Control Commission.

The local permitting steps include a Special Permit from the Planning Board and a local license from the Licensing Board.

To date, we have had two obtain their special permits from the Planning Board, as identified above, and the others are in the process of submitting.

The local license will be issued by the Licensing Department which is intended to enforce the conditions of the host agreement and to provide local control over the marijuana establishment businesses.

Staff is currently working with town counsel to establish the local licensing regulations which we expect to have in place within the next several months.

The licensing regulations do not require Town Meeting approval. They require a public hearing by the Licensing Board. The fee associated with the license will need to be approved by the Select Board.

Understanding the Housing Needs and Challenges Facing Provincetown, Massachusetts

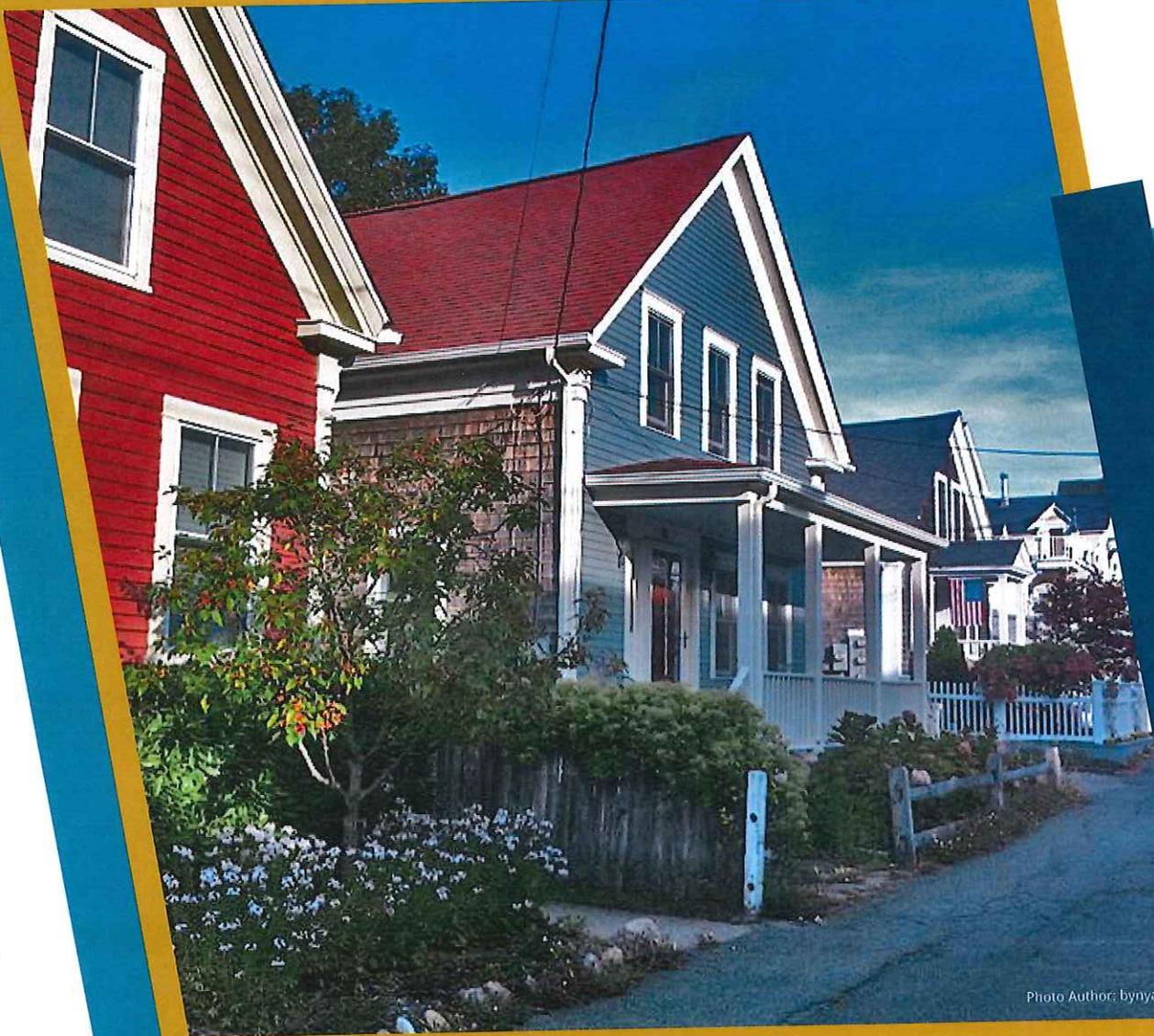


Photo Author: bynyalcin

Public Policy Center
UMass Dartmouth

Public Policy Center

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Our Mission

The mission of the Public Policy Center (PPC) at UMass Dartmouth is to:

- Inform evidence-based policy making.
- Improve public understanding of critical policy issues.
- Provide educational and research opportunities to our faculty and students.
- Connect the resources of the University of Massachusetts to the communities we serve.

The PPC's primary goal is to inform public policy discussions by providing policy makers with university quality research, technical assistance, and analytical services designed to help make our state, region, and communities better places to live, work, and do business. We do this by leveraging the substantial skills of our students and faculty partners, and enhancing the connections between the University and the communities it serves.

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Public Policy Center

UMass Dartmouth

*Understanding the Housing Needs and Challenges
Facing Provincetown, Massachusetts*

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EXECUTIVE SUMMARY

Provincetown has worked for decades to balance the needs of its seasonal economy with the needs of year-round residents. Year-round residents and workers, seasonal hires, tourists, and part-time residents all compete for housing stock in a market that has undergone significant change in terms of usage and price as Provincetown, already a prestigious summer destination, has expanded its tourist season beyond just the summer months. The present housing situation in Provincetown has reached crisis levels and has been the focus of a number of Town government efforts to alleviate pressures on residents, retain year-round housing, and incentivize affordable rentals.

Market forces beyond the Town's control have created a housing environment characterized by high prices and favorable to property owners who make their units available for short-term rentals rather than year-round leases. This dynamic has limited the supply of apartments available to hospitality, leisure, food service, and even local government employees while providing strong incentives for property owners to convert multiunit rentals to condominiums, many are more likely to be owned by part-time residents and rented out on a short-term basis.

Demographics

Provincetown is graying rapidly as its population ages in place. At the same time, as the tourist season expands, local businesses are becoming more reliant for longer periods on workers whose wages do not allow them to affordably acquire available housing in town or in the surrounding area. This forces year-round residents to compete with seasonal visitors and workers in a highly supply-constrained housing market. Unsurprisingly, this has been a recipe for a growing housing affordability problem locally and regionally. Demographic changes are playing a significant role in these developments.

- Provincetown's year-round population declined by 16.8 percent from 1990 to 2016, a period during which the state population increased by 12.1 percent.
- The majority of Provincetown residents (51.8%) are over 54 years of age, compared with 28.2 percent of the population statewide.
- The median household income in Provincetown (\$42,228) is lower than that of Barnstable County (\$65,382) and the state (\$70,954), and the inflation-adjusted household income in Provincetown fell at a greater rate than that of the state from 2000 to 2016 (-10.7% compared to -3.4%).
- Average monthly employment in Provincetown increased by 17.4 percent from 2000 to 2016. In August of 2016, approximately 3,500 people were working in Provincetown.
- Although they account for the bulk of all workers in Provincetown, on average, employees in the Leisure & Hospitality and Retail industries earn less annually than the town-wide average (\$24,808 and \$27,597 respectively, compared with \$32,210 for all employees).
- Provincetown employers rely heavily on foreign labor to fill positions during the peak season, with over 400 J-1 visa and more than 300 H2-B visas approved for Provincetown employers in recent years.

Understanding the Housing Needs and Challenges Facing Provincetown, Massachusetts

- Our housing demand forecast predicts that the number of households in Provincetown will continue to decline and that the majority of the population will consist of older residents, with 55 percent of all households headed by a person at least 65 years of age by 2025.

Housing

Provincetown has undergone a dramatic reallocation of its housing stock over the past several decades. The decline in the year-round population occurred alongside the repurposing of year-round housing into seasonal units, many of which have been converted from rental units to condominiums, especially in multifamily housing developments. In practice, for example, this means that what was once a building of three year-round rental units has been converted into three ownership units that are infrequently occupied and effectively “off the market” for year-round use. Our interviews revealed that many of these former year-round rental units are being used for short-term rentals and made available through online market places, such as Airbnb, which offer significantly higher profits to property owners than renting the same unit year-round would under current market conditions.

In our profile of the Provincetown’s housing environment, we find that:

- Provincetown’s housing is considerably older than the rest of the Outer Cape, with 48.5 percent of all units in town built before 1940 compared with 22.5 percent in the Outer Cape as a whole.
- An increase in the share units reserved for seasonal use in Provincetown mirrors a trend occurring throughout the Outer Cape. Today, the majority of housing units in Provincetown (54.8%) and across the Outer Cape (60.8%) are seasonally vacant.
- Of the units occupied year-round, 66.8 percent are owner-occupied and the remaining third are occupied by renters.
- Our housing demand forecast predicts that the ratio of renter to owner households will remain stable through 2025.

Condominium Conversions

Throughout our interviews, subjects repeatedly asserted that the conversion of other types of housing to ownership condominiums was eroding Provincetown’s rental housing stock, contributing to the number of units occupied part-time or used for short-term rentals, and increasing the barriers to obtaining year-round housing options in town by keeping housing costs high for prospective homeowners and the stock scarce for renters.

- For people looking to purchase a condominium on the Outer Cape, Provincetown is the place to buy. Annually, there are typically four times as many condominium sales in Provincetown than anywhere else on the Outer Cape.
- Condominiums are the dominant type of housing in Provincetown. They account for 54.9 percent of all units and drive the housing market, accounting for 81.0 percent of sales in 2016 and 80.8 percent of all sales from 2006 to 2016.

Understanding the Housing Needs and Challenges Facing Provincetown, Massachusetts

- From FY 2007 to FY 2018, 660 housing units were converted to condominiums, and just under half (49.5%) of these originated from multifamily properties.
- Of all housing in Provincetown, condominiums have the highest likelihood of being owned by a non-resident. Currently, 71.2 percent of all condominiums are owned by non-residents, compared with 59.2 percent of all residential parcels.
- Compared with multi- and single-family housing, the median price for condominium sales in Provincetown is relatively stable, remaining around \$400,000 from 2006 to 2016. In recent years, the median sales price of condominiums in Provincetown was considerably higher than the statewide and county median.
- Although the median sales price is typically lower for condominiums than it is for single-family homes in Provincetown (approximately \$1.2 million in 2016), condominium space comes at a premium. Condominiums have a median value of \$555 per square foot, and a median size of 732 square feet, compared with single-family homes, which have a median value of \$501 per square foot and a median size of 1,610 square feet.
- Our housing supply forecast predicts that if condominium conversions continue at current rates, from 2018 to 2025 a loss of 305 units to conversions can be expected.

Affordability and Availability

Housing affordability in general is a challenge across Massachusetts. On Cape Cod and in Provincetown in particular, the cost of housing has risen to levels that make home ownership well beyond the reach of the typical year-round household. In Provincetown, the median sales price has risen considerably over the past 15 years, a period during which the annual median household income has declined. Moreover, the erosion of the rental stock limits options for households willing to rent until an affordable home is up for sale. Similar dynamics on the rest of Cape Cod restrict options for Provincetown workers who are willing to commute and are unable to find housing in town.

- An estimated 60.1 percent of Provincetown households devote 30 percent or more of their income to housing costs, compared with 59.1 percent of Outer Cape households, 45.8 percent of Barnstable County households, and 40.6 percent of households statewide.
- From 2000 to 2016, household incomes in Provincetown declined by 10.7 percent while median home sales price increased by 53.1 percent.
- Affordably purchasing a Provincetown home at the median price requires an annual income of \$120,040, which is \$77,812 more than the median household income in town.
- At the median sales price in 2016, 23.4 times the annual median household income would be required to purchase a single-family home outright.
- The estimated median rent in Provincetown is \$1,064, which would require an annual income of \$42,560 to rent affordably, or \$16,358 more than the median rental household's annual income of \$26,202. Moreover, interviews suggest that this estimate of the median rent may be hundreds of dollars lower than what

Understanding the Housing Needs and Challenges Facing Provincetown, Massachusetts

typically appears on the town's rental market, which operates primarily by word of mouth, making it difficult for newcomers to break into.

- The income profile of Provincetown's renter households makes it clear that, even if they are given the right of first refusal on purchasing an apartment converted into a condominium, in most cases they will be unable to afford the monthly payments, let alone obtain the necessary mortgage financing.

Short-Term Rentals

A common theme during interviews was the proliferation of short-term rentals through online platforms and the effect this use has had on the erosion of year-round units and housing available to seasonal workers. It was also suggested that the profits made from short-term rentals make the practice more lucrative to property than offer the same units on a yearly lease, and that this in turn creates an incentive for purchasing Provincetown housing as investment property.

- The estimated rental rate for an Airbnb unit in Provincetown is \$254 per night.
- If a property owner can fill their unit every night of the 20-week season from May through September, they could potentially net more than \$34,000 for a unit that could otherwise rent for \$1,300 per month or \$15,600 per year.
- Even if a property owner rented the unit for only half of the season, they would still earn slightly more than they would if it were rented on a year-round lease.

Understanding the Housing Needs and Challenges Facing Provincetown, Massachusetts

1 INTRODUCTION

For over two decades, Provincetown has worked to address the housing challenges faced by current residents, prospective residents, and seasonal workers. In many respects, its approach has been a model for the Cape, the Commonwealth, and other resort communities across the nation. Indeed, since the start of the Provincetown Housing Partnership in 1997, the Town has made gains by providing housing for those in need and successfully implementing programs to both incentivize year-round residency and expand the portfolio of housing options for a variety of income levels. However, the vibrant market for second homes and the expansion of the town's already robust tourist season place continued strain on the limited housing stock.

As a resort destination, Provincetown must balance the demand for guest and seasonal housing with the need to house the seasonal workforce and year-round residents, two groups who often do not earn wages high enough to afford purchasing housing in town at current prices. The conversion of units into condominiums contributes to the erosion of housing options for these groups, who, if they are already struggling to afford rent, could not afford to purchase their unit if it were converted to a condominium. Condominium conversions offer a considerable return on investment for property owners and investors; there has been little fluctuation in the sales price, even during the Great Recession, and many multiunit buildings and inns in town can be converted without conflicting with Provincetown's growth management bylaws. Moreover, the two recent rejections of condominium conversion bylaws at Town Meeting have allowed conversions to continue unabated.

Additionally, the recent advent of peer-to-peer short-term rental platforms such as Airbnb and HomeAway has made it easier for property owners and investors to compete with local inns, hotels, and bed and breakfasts. This as-of-yet unregulated sector of the hospitality industry presents property owners with the opportunity to earn more by renting a unit on a nightly or weekly basis during the high season than they could earn through a year-round lease. During the summer months, when housing units are most in demand, the increased use of units as short-term rentals further limits the options for seasonal workers who cannot afford the premium prices paid by visitors.

Provincetown's attractive features, such as its unique location surrounded by the Cape Cod National Seashore, also create challenges for constructing new housing due to environmental constraints and a limited number of vacant parcels zoned for residential development. Some past efforts to construct high-density housing for low- to moderate-income households were met with resistance from residents who argue it will alter the character of their neighborhood and infringe upon the natural splendor. Moreover, other communities on the Outer Cape do not possess the residential vacancies required to absorb the spillover of workers unable to find seasonal, or even year-round, housing in Provincetown.

While the Town has identified sites for expansion and entered into conversation with neighboring communities to address the regional shortage of affordable housing, any discussion of housing development leads to a debate about the best use of new units—

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dormitories for seasonal workers, community housing for year-round residents, affordable housing for low- to moderate-income households, or some configuration of these options. Truly, the housing crisis in Provincetown affects a broad spectrum of income levels and an allocation of units to any particular segment of the population often means foregoing assistance elsewhere.

1.1 SCOPE AND METHODOLOGY

In an effort to provide objective data to Provincetown stakeholders and decision makers, the Public Policy Center (PPC) was engaged early in 2018 to undertake an analysis of the local housing market. This report provides a deeper analysis of the issues outlined in the PPC's previous work for Provincetown, *A Baseline Assessment of Economic Conditions in Provincetown, Massachusetts: Implications for the Growth Management Policy*. Using data provided by the Town of Provincetown and from secondary sources, and incorporating major themes from interviews with community stakeholders and Town officials, this report addresses the following research questions:

1. What kind of housing does Provincetown have and how has it changed over time?
2. What are the relationships between the housing market and population, demographic, and economic changes?
3. What are the implications for Provincetown if the current trends of demographic change and usage of the housing stock continue?

1.1.1 Data Sources

The PPC used a variety of secondary sources to provide objective, thorough data to facilitate informed decision-making. The following descriptions outline the data sources readers will encounter throughout this report. In addition to these descriptions, footnotes are used to note specific aspects of the data, such as irregularities, or define a single-use source.

The Town of Provincetown

A number of Town offices provided data to the PPC for the purposes of this report. The Town's Housing Specialist provided extensive context on progress the Town has made to date on housing programs; shared counts of community and affordable housing units; discussed background on program development; and facilitated interviews with other officials and community stakeholders. The Assessor's office provided a real estate sales history from 2006 to mid-2018; the most recent assessment records for each residential parcel; parcels and residences approved for the residential and the affordable housing rental exemptions; vacant land zoned for residential use; and condominium conversions by unit count since fiscal year 2007. The Building Department's online building permit database was also used to determine construction trends.

Understanding the Housing Needs and Challenges Facing Provincetown, Massachusetts

The U.S. Census Bureau's Decennial Census, American Community Survey (ACS) 5-Year Estimates

The Decennial Census is performed at the start of every decade, with the most recent one being in 2010. The Decennial Census is a hard count of national population as mandated by the Constitution. The primary purpose of the Decennial Census data is to determine the number of seats each state received in the House of Representatives, but over time it has been expanded and the data now forms the basis for the distribution of federal funds to states and communities. The Decennial Census does more than just count people; it provides accurate information about changes in demographic and economic conditions within communities.

The ACS 5-year Estimates provide supplemental information on populations and housing for small geographic areas between Decennial Censuses. The ACS began in 2005 as an ongoing survey in order to provide timely information about the social and economic conditions across the country. As opposed to the Decennial census, the ACS is a sample-based survey, which means that, through the use of demographic weighting and a representative sample, the ACS produces annual estimates. Because it is an estimate-based data source, the ACS can have high margins of error for certain datasets. These are presented when appropriate.

The Warren Group's TownStats

The Warren Group collects information on arms-length home sales prices and volume directly from cities and towns in Massachusetts, Connecticut, and Rhode Island. Over 20 years of data is available on all property transfers, single-family homes, and condominiums. This data on the housing market provides a means for directly comparing the housing markets in different communities or states.

IMPLAN

The induced economic impacts of spending associated with new households were calculated and specified using IMPLAN (Impact Analysis for PLANing). The IMPLAN modeling system uses input-output analysis to construct quantitative models of trade flow relationships between businesses and between businesses and final consumers. From this data, one can examine the effects of a change in one or several economic activities to predict its effect on a specific state, regional, or local economy (impact analysis).

The PPC constructed an IMPLAN input-output model for Barnstable County. The IMPLAN trade flow data used in the model are for 2016, which was the latest data available at the time of the analysis. Model outputs are reported in 2016 dollars.

Emsi

The PPC uses data curated by Emsi, a subscription-based economic modeling and labor market data service. Their data is used globally by economic development, higher education, and government professionals to align programs with regional needs, equip students with career visions, understand regional economic and workforce activity, and find and hire the right talent.

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Emsi's data covers more than 99 percent of the workforce and is compiled from a wide variety of government sources, job postings, and online profiles and résumés. The modified labor market data available through Emsi makes it possible to estimate the earnings and employment for industries with high levels of self-employment and combine multiple sources of employment information into one package.

1.1.2 Forecast Methodology

The housing supply and demand forecasts presented in this report are intended to provide insight on the impacts of continued status quo development patterns, condominium conversions, and the associated loss of year-round housing stock. While precisely forecasting future relevant conditions in Provincetown is not possible, these scenarios offer a glimpse into where supply and demand trends could lead through 2025 by applying a series of basic assumptions and projections based on current trends.

The projected demand for homes in Provincetown is based on assumptions about the behavior of owners and renters. First, the housing preferences for the forecast are based on the most recent demographic data for the US Census Public Use Microdata Area (PUMA), which contains the Outer and Lower Cape, Yarmouth, Dennis, and the Islands. Assuming that housing preferences for age cohorts in the region will not change through 2025 allows us to forecast future housing demand using existing demographic projections that are more consistent. The PUMA geography provides the projection with the preferences of potential movers. It is realistic to base our assumptions on this region because movers are most likely to have originated in the same county as their destination, and second most likely to come from another county within the same state.¹ These preferences are then applied to UMass Donahue Institute's population projections to create conservative estimates of the number of households by the age of the head of household in 2025.

The supply forecast is more straightforward. First, the annual average for units added through construction is calculated based on the building permits approved and available on the Provincetown Building Department's online database.² The average is then applied to every year from 2018 to 2025 to estimate the potential for new construction if the status quo rate continues. A more robust projection of the town's build-out potential is beyond the scope of this project and requires a comprehensive analysis of the remaining underdeveloped and undeveloped parcels in Provincetown.

The second component of our supply forecast involved projecting future condominium conversions. There were a relatively large number of conversions in fiscal year (FY) 2014 and FY 2017, which in part, can be attributed to the debate surrounding the adoption of a condominium conversion bylaw in those years. Accordingly, the PPC prepared two forecasts. The first is based on the moving average of the actual number of conversions

¹ Ihrke, D.K. & Faber, C.S. (2012). "Geographic Mobility: 2005 to 2010." *Population Characteristics* № 567. U.S. Census Bureau. Retrieved from: <https://www.census.gov/prod/2012pubs/p20-567.pdf>.

² See <https://www.provincetown-ma.gov/index.aspx?NID=374>.

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from FY 2007 to FY 2018, and the second is a “smoothed” forecast, which replaced the FY 2014 and FY 2017 numbers with moving averages and projected future conversions based on these new totals. As result, the actual forecast is considerably higher than the “smoothed” forecast.

Understanding the Housing Needs and Challenges Facing Provincetown, Massachusetts

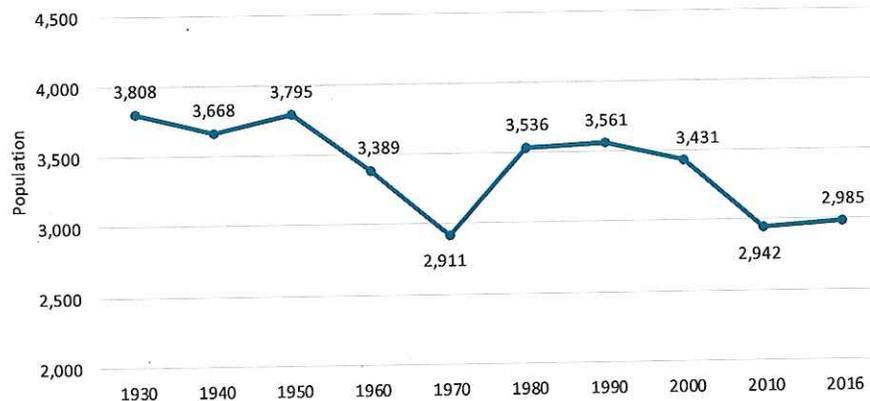
2 DEMOGRAPHICS

Provincetown has seen a decline in the year-round population, which was reported during interviews and confirmed in Census estimates. Those who remain in town are most likely to be older and to earn less than the state as a whole. Efforts to expand the tourist season appear to have led to an overall increase in annual and seasonal employment. However, the majority of these jobs are in highly seasonal industries and pay wages that are below both the local and statewide averages.

2.1 POPULATION

Provincetown's year-round population has fluctuated over the decades between 4,000 and 3,000 residents (see Figure 1). Over the past quarter century, Provincetown's year-round population has decreased by 16.8 percent (1990 to 2016), or by 522 residents. Statewide the population increased by 12.1 percent statewide during the same period. Like many Cape Cod and other resort towns, Provincetown faces a declining year-round population and steady growth in seasonal visitors and part-time residents.

Figure 1
Population Change in Provincetown, 1930–2016



Source: 1930-2010 Decennial Census; 2012-2016 ACS 5-year Estimates, Table DP05

Provincetown's year-round population has decreased by 16.8 percent (1990 to 2016), or by 522 residents.

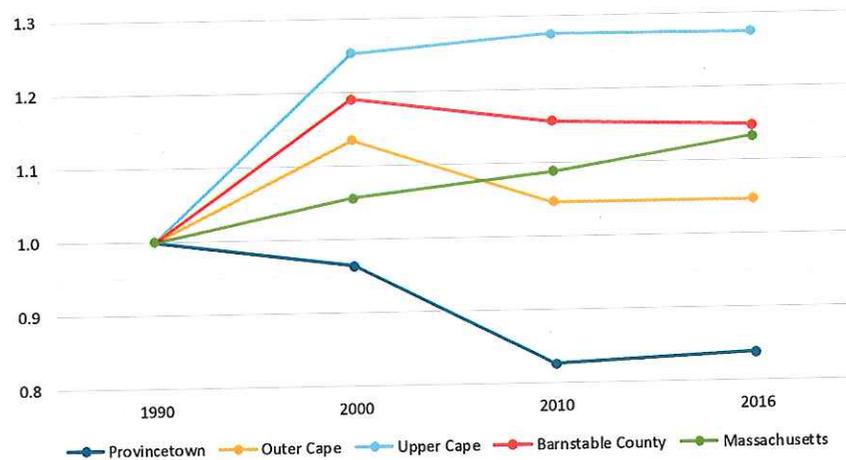
During interviews, stakeholders pointed to the increased demand for seasonal housing and lack of year-round employment options with wages high enough to support purchasing or renting a unit in town as major obstacles to attracting and retaining the year-round population. Additionally, the community's unique location on the end of Cape Cod limits housing options for workers that support the year-round and seasonal Provincetown economy. Since the majority of Cape Cod is under varying degrees of similar pressure on the year-round housing stock and labor market, labor supply is a major concern for local employers. Recent changes in federal immigration policy are not helping matters.³

³ See *Shortage Of Visas For Seasonal Workers Hits Cape Cod Hospitality Industry Hard* - <http://www.wbur.org/bostonmix/2017/06/23/seasonal-worker-visas-cape-cod>.

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The severity of the loss of year-round residents in Provincetown is especially striking when compared to other Cape Cod communities as can be seen in Figure 2 below, which indexes the year-round population to allow for an apples-to-apples comparison of changes within the Cape Cod region and Massachusetts, since the 1990 Census. While local population growth is estimated to have been flat rather than declining since 2010, the Provincetown population remained approximately 15 percent below its 1990 level in 2016. This is almost entirely opposite the population growth trends for communities in the Upper Cape, where the population grew sharply between 1990 and 2000 before stabilizing in recent years.

Figure 2
Population Trends Indexed to 1990, 1990–2016



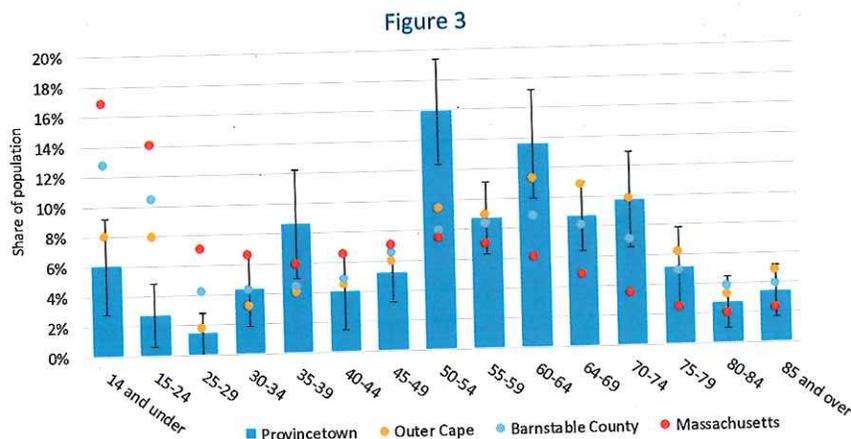
Source: 1990-2010 Decennial Census; 2012-2016 ACS 5-year Estimates, Table DP05

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2.2 AGE COHORTS

Compared to the state as a whole, Barnstable County, and the Outer Cape, a smaller share of the Provincetown population is under 35 years of age (see Figure 3). Provincetown is similar to other Cape Cod communities in being home to nearly twice the proportion of residents over 65 years of age when compared to Massachusetts as a whole (29.6% in Provincetown, compared with 15.1% statewide). Although our interviews revealed that many Provincetown residents continue to work full-time after the traditional retirement age, a considerable share of residents (15.9% 50 to 54 years of age) are approaching the end of what is considered the “prime working age,” between 25 and 54 years of age, and may be transitioning out of careers into more casual occupations over the next decade.

Compared to the state as a whole, Barnstable County, and the Outer Cape, a smaller share of the Provincetown population is under 35 years of age.



Source: 2012-2016 ACS 5-year Estimates, Table S0101

One implication of these age dynamics is that the existing year-round housing stock in Provincetown is primarily inhabited by people over 50 years of age and people whose participation in the labor force can be expected to decline significantly in the next decade. Stakeholders we interviewed often presented an image of Provincetown as a desirable retirement destination for second homeowners, who intend to convert their part-time residence into their permanent home upon retirement. The majority of housing owned by these aspiring retirees is already unavailable to the rental market for the year-round, the seasonal workers, and their families. As this trend continues to play out, an increase in the demand for year-round workers supported by these retirees can be expected to further tighten the market and increase the price of community housing for the workers in healthcare, retail, and food service who will be needed to meet growing demand for services. Exacerbating the challenge will be the need to replace the local workers who both live and work in the area, at least some of whom will elect to “age in place.”⁴

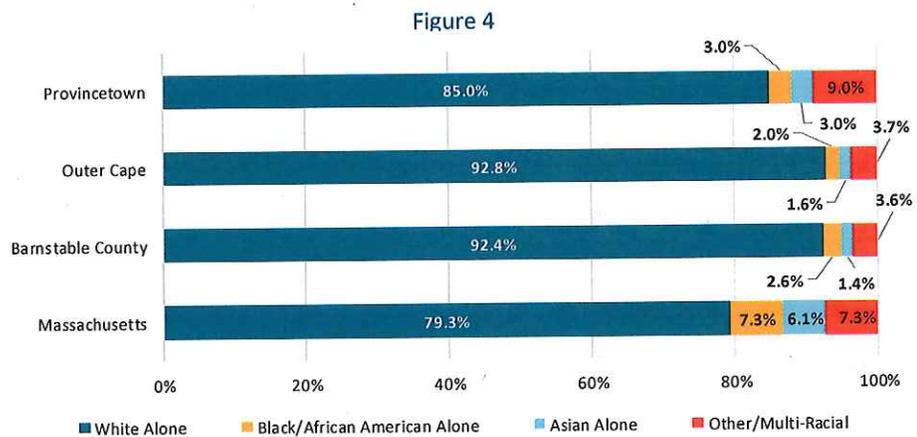
⁴ See <https://www.nia.nih.gov/health/aging-place-growing-old-home>.

Understanding the Housing Needs and Challenges Facing Provincetown, Massachusetts

2.3 RACE/ETHNICITY

Provincetown is more racially diverse than the Outer Cape and Barnstable County, with 15.0 percent of the population identifying as something other than “White alone” (see Figure 4). While not as racially diverse as the state as a whole, nevertheless Provincetown faces an additional challenge most of its more homogeneous neighboring communities across Cape do not confront as directly, housing discrimination. During interviews, Town government officials demonstrated an awareness of these issues, the unique needs of the local minority community, and the need for vigilance on all aspects of housing discrimination, which have been highlighted in previous studies.⁵

Provincetown is more racially diverse than the Outer Cape and Barnstable County, with 15.0 percent of the population identifying as something other than “White alone.”



Source: 2012-2016 ACS 5-year Estimates, Table DP05

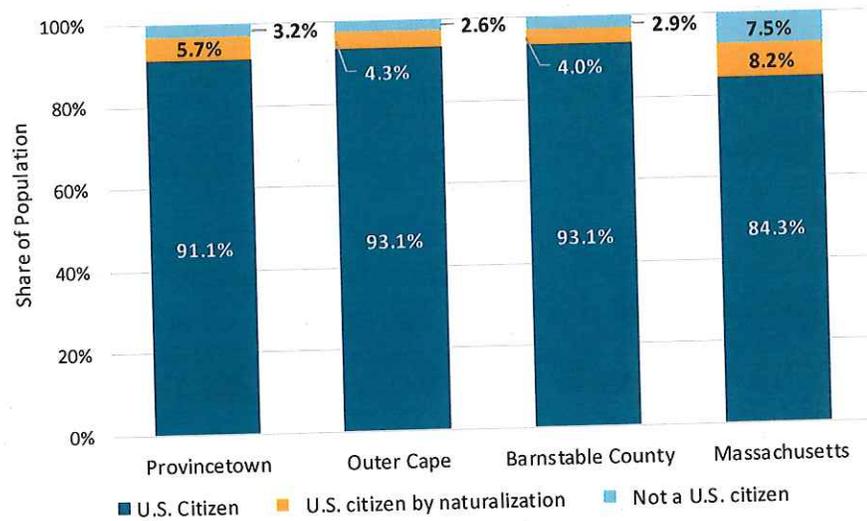
⁵ See: *Provincetown Housing Action Plan* at <http://www.provincetown-ma.gov/documentcenter/view/4178>.

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2.4 NATIVITY AND CITIZENSHIP

An estimated 96.8 percent of all residents living in Provincetown are U.S. citizens, which compares to 92.5 percent statewide (see Figure 5). Massachusetts as a whole has a much higher proportion of residents who are not U.S. citizens (7.5%) than Provincetown (3.2%) and its surrounding communities.

Figure 5
Citizenship, 2016



Source: 2012-2016 ACS 5-year Estimates, Table B05001

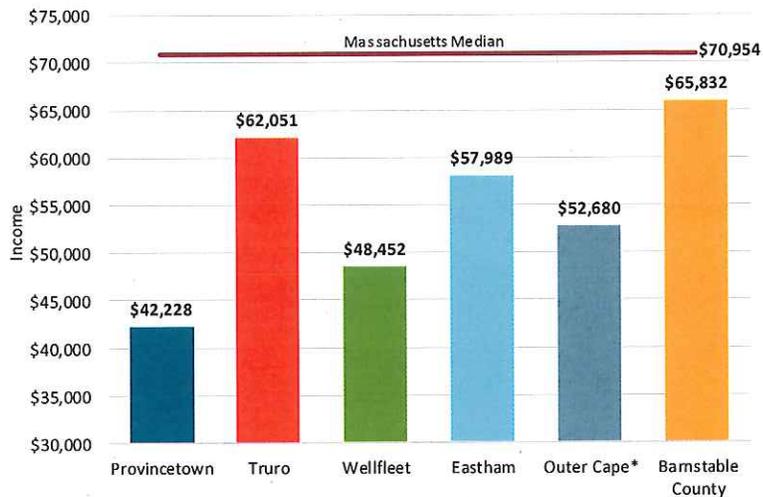
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2.5 INCOME

The median household income for Provincetown residents is \$42,228, which is significantly lower than the state (\$70,954) (see Figure 6). In addition, Provincetown's median household income is lower than Barnstable County's and the average median for the Outer Cape, \$65,382 and \$52,680, respectively.

The median household income for Provincetown residents is \$42,228, which is significantly lower than the state (\$70,954).

Figure 6
Median Household Income, 2016



*Represents the average median income of all Outer Cape towns.

Source: 2012-2016 ACS 5-year Estimates, Table B19013

Adjusting for inflation, the median household income across Massachusetts declined by 3.4 percent between 2000 and 2016 (see Table 1). Cape Cod, and particularly the Outer Cape, saw a more significant decline, with Provincetown seeing a 10.7 percent decline in the median household income since 2000. As a factor of this decline, households in Provincetown and the Outer Cape may have difficulties affording a new home or maintaining current housing costs. This trend, in part, reflects the aging of the population and the associated rise in the number of retirements and reduced earned income.

Table 1
Change in Median Household Income, 2000 to 2016 (2016 Dollars)

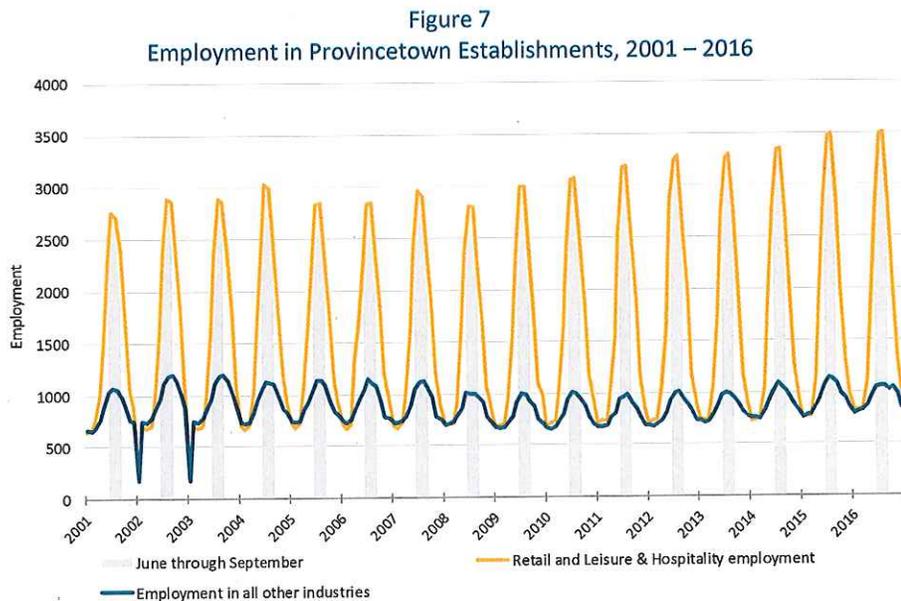
	2000 Median Household Income	2016 Median Household Income	Percent Change 2000 to 2016
Provincetown	\$47,294	\$42,228	-10.7%
Outer Cape*	\$58,940	\$52,680	-10.6%
Barnstable County	\$67,126	\$65,382	-2.6%
Massachusetts	\$73,414	\$70,954	-3.4%

*Represents the average median of Outer Cape towns.

Source: 2000 Census, Table HCT012; 2012-2016 ACS 5-year Estimates, Table B19013

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It is well established that the economy of Provincetown and that of Cape Cod in general is highly seasonal. Resort communities rely heavily on the Retail and Leisure & Hospitality industries for employment, employment that reaches a peak in the middle of the “high” season and a trough during the “low” season. In Provincetown, the peak month is August and the trough bottoms out in January. From January to August 2016, employment in Provincetown increased by 181 percent in all industries from 1,624 jobs in January to 4,556 jobs in August (see Figure 7). Over the same period, jobs in the Retail and Leisure & Hospitality industries increased by 323 percent, from 827 jobs in January to 3,497 in August when they accounted for 74.3 percent of all jobs in Provincetown.



Source: Massachusetts Executive Office of Labor and Workforce Development Employment and Wages Report 2001-2016

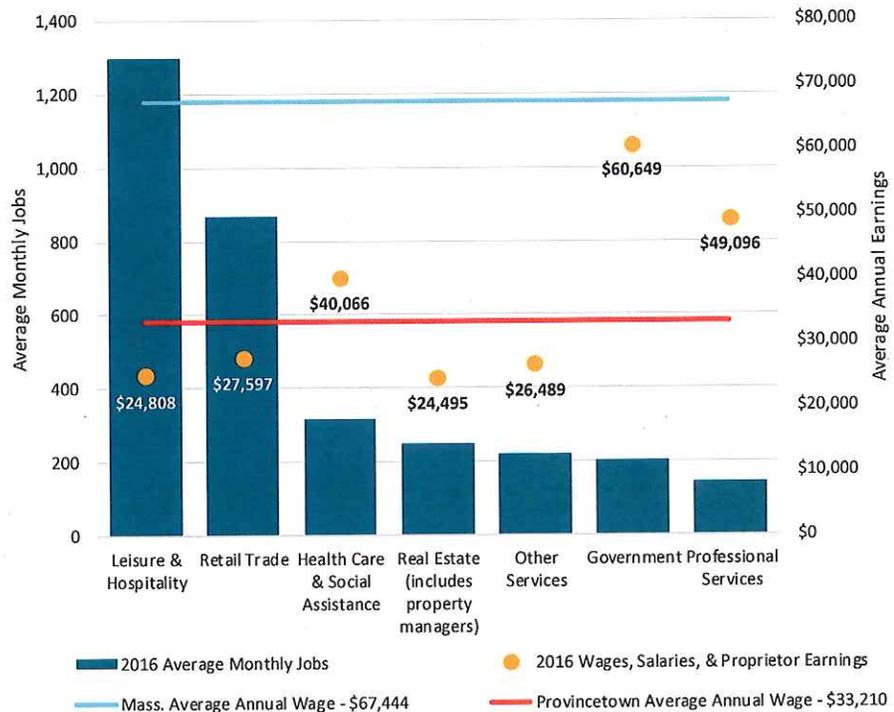
Overall, employment in Provincetown increased from 2001 to 2016, with average monthly employment increasing by 17.4 percent, or 417 jobs. The economically important industries of Retail and Leisure & Hospitality saw increases in their monthly average employment of 32.8 and 15.9 percent respectively.

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Figure 8 below displays the industries in Provincetown whose average monthly employment numbers were greater than 100 jobs and the average annual earnings for Provincetown workers in these industries. Of these jobs, only workers in the Government and Professional Services industries can expect to earn above the local average annual wage of \$33,210. During interviews, stakeholders frequently discussed the frustration felt by themselves and other residents working multiple jobs, even in relatively higher paying jobs in these industries, who still struggle to afford housing in Provincetown, or even within a feasible commuting distance. Additionally, a common theme throughout our interviews was the profound lack of housing options that are affordable to seasonal workers in the Retail and Leisure & Hospitality industries, with some interviewees remarking that this problem is especially acute for the foreign seasonal workers on H-2B and J-1 visas.

A common theme throughout our interviews was the profound lack of housing options that are affordable to seasonal workers in the Retail and Leisure & Hospitality industries.

Figure 8
Average Monthly Jobs and Annual Earnings⁶ for Top Industries in Provincetown, 2016



Source: Emsi Industry Table including QCEW and Non-QCEW Employees, Self-Employed, and Extended Proprietors

⁶ The occupational earnings reported by Emsi and the Bureau of Labor Statistics are adjusted to include both the hourly wage and any supplemental income from tips and other allowances. For instance, based on this data a Leisure & Hospitality worker in Provincetown working 40 hours a week would earn \$11.90 an hour, which is considerably higher than the \$3.75/hour minimum wage for tipped employees.

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2.6 TEMPORARY FOREIGN WORKERS

The share of the Provincetown population who are foreign-born is based on the US Census Bureau's ACS estimate for year-round residents. Therefore, seasonal foreign workers who work in Provincetown and require seasonal housing in the region are not captured in these estimates. However, historically employers throughout Cape Cod have taken advantage of two federal visa programs that allow them to hire temporary foreign workers to fill open seasonal positions – the H-2B Non-Agricultural Program and J-1 Exchange Visitor Program. An examination of data from these programs can help provide some insight into the size and composition of the local seasonal workforce, a prerequisite for a full understanding of their housing needs.

Interviewees remarked that “hot bedding” is common practice for visa workers who stay in motels on the Outer Cape, essentially sleeping in shifts in shared and often overcrowded motel rooms.

Each program has numerous requirements that must be met in order for employers and workers to be certified.⁷ It is important to note, however, that employers are not required to supply accommodations for foreign workers approved through these programs, only to assist them in their housing search. During interviews, subjects noted that some resourceful business owners were able to supply housing for seasonal and foreign-born workers, but that these types of arrangements were dependent on the resources each business owner has at their disposal – not all businesses are able to own or gain access to residential units or are willing to keep them off the market for their workers. Even for those who can do so, labor supply concerns combined with housing market conditions can make it a very expensive proposition to open or expand a business in Provincetown. Other interviewees remarked that “hot bedding” is common practice for visa workers who stay in motels on the Outer Cape, essentially sleeping in shifts in shared and often overcrowded motel rooms.

J-1 visas are issued to a variety of foreign visitors for the purposes of cultural exchange and exploring the American way of life, but in the case of summer employment in Provincetown and elsewhere, J-1 visas are issued to foreign university students under the Summer Work-Travel category. In 2017, Massachusetts received the most J-1 Summer Work-Travel visitors in the nation, with 7,090 foreign students. Unfortunately, the State Department only makes the most recent calendar year of J-1 visa data available, and the smallest level of detail provided in their data portal is limited to the ZIP code, which for Provincetown also includes northern Truro. For ZIP code 02657, 400 J-1 visas were approved in 2017. This compares to 456 visas in 2015, according to data provided to Town staff during a J-1 workshop in 2016.⁸

The H-2B program is reserved for non-agricultural businesses who need additional workers for one-time projects, or during seasonal or “peak load” times. In 2017, Massachusetts ranked sixth in the nation in the number of certified H2-B workers, with 4,114 workers participating in the program statewide. In the most recent complete fiscal

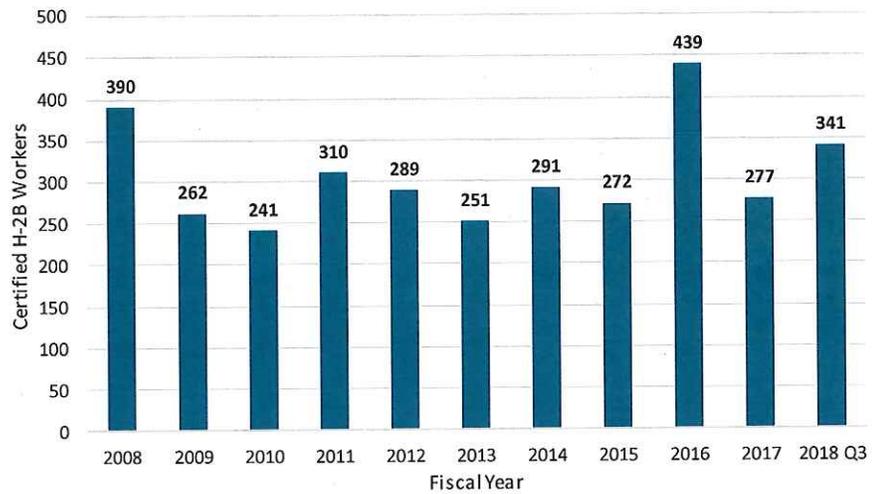
⁷ All regulations and compliance requirements for the J-1 program can be found here: <https://j1visa.state.gov/sponsors/current/regulations-compliance/>. The latest guidance letter for administering the H-2B program can be found here: <https://wdr.doleta.gov/directives/attach/TEGL/TEGL21-06c1.pdf>.

⁸ Memo from Michelle Jarusiewicz, Housing Specialist, to David Panagore, Town Manager Apr. 7, 2016

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year for which data is available, 2017, 277 H2-B workers were certified as seasonal or peak load employees employed by Provincetown businesses. As of the third quarter of fiscal year 2018, 341 workers have been approved. Although many stakeholders we interviewed reported concerns in the business community about the potential impact of recent changes to federal immigration policies that serve to limit the availability of foreign-born seasonal help, to date, the number of H-2B workers has remained at levels that are roughly consistent with those experienced during the past decade. It is unclear, however, how many of the workers who were approved for a visa were delay, detained, or denied entry at the border, since the Labor Department's disclosure data only records the number certified workers approved for each establishment, not the number that are actually able to arrive in the country. Some employers have reported a recent increase in delays, meaning that they start the season with less employees than planned.

Figure 9
Certified H-2B Visa Workers, Provincetown; FY 2008 - Q3 2018



Source: U.S. Department of Labor, H-2B Case Disclosures

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2.7 HOUSING DEMAND FORECAST

In order to understand the demand for types of housing in Provincetown, the PPC has prepared a demand forecast based on predicted demographic changes in town. The basis for this forecast is twofold. First, we assume that headship rates, or the share of the population in each age cohort who head a household, will remain constant from the 2010 Decennial Census count to 2025. Second, we assume that the housing preferences will remain constant, i.e. 50 to 54 year old householders will own and rent at the same rates they do today.

The forecast for 2025 is based on population projections calculated by the UMass Donahue Institute.⁹ Table 2 displays the 2010 headship rate as well as the total population and households for 2010, 2016, and the projections for 2025. Based on the Donahue Institute's statewide population projections and current headship rates for the area, we estimate that Provincetown will have approximately 1,372 households in 2025, a 23.4 percent decrease from the 2016 Census Bureau estimate of 1,802.¹⁰

We estimate that Provincetown will have approximately 1,372 households in 2025, a 23.4 percent decrease from the 2016 Census Bureau estimate of 1,802.

Table 2
Population and Households by Age Cohort Based on 2010 Headship Rate, 2010-2025

Age Cohort	2010			2016		2025	
	Total Population	Households	Headship Rate	Total Population	Households	Total Population	Households
14 Years or younger	161	0	0.0%	178	0	187	0
15-24 years	127	13	10.2%	80	8	89	9
25-29 years	110	45	41.1%	41	17	46	19
30-34 years	128	67	52.6%	127	66	44	23
35-39 years	162	92	57.1%	255	144	50	29
40-44 years	231	140	60.7%	118	71	18	11
45-49 years	353	239	67.6%	154	103	77	52
50-54 years	396	254	64.1%	471	299	158	101
55-59 years	336	229	68.3%	258	174	231	158
60-64 years	339	239	70.5%	403	281	302	213
65-69 years	197	132	67.0%	258	171	281	188
70-74 years	124	88	70.8%	287	201	264	187
75-79 years	114	88	77.1%	151	115	243	187
80-84 years	71	59	82.8%	80	66	118	98
85 years or older	93	79	85.3%	101	85	114	97
Total	2942	1765	-	2962	1802	2222	1,372

Source: 2010 Decennial Census microdata; 2012-2016 ACS 5-Year Estimate, Tables S0101 & S1101; UMass Donahue Institute Population Projections; authors' calculations

The factors attributed to causing household decline are incorporated into the Donahue Institute's population projections. These drivers are at work in all communities, but in the basis of the forecasts we present here, they may be acutely affecting Provincetown and

⁹ As noted in the Donahue Institute's regional summaries, these projections are based on year-round resident populations. For additional documentation, analysis, and methodology see: <http://www.pep.donahue-institute.org/>.

¹⁰ Note that the Census Bureau considers a household to be a "resident household" of a municipality if they reside there for a minimum of two months a year.

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other communities with a concentration of older residents. The two major factors are the mortality rate and out-migration. Provincetown's age-adjusted mortality rate for 2015 was 1127.0 people per 100,000 people, compared with the state rate of 684.6.¹¹

The effect of out-migration on the year-round population, while difficult to track through Census estimates, was a theme throughout our interviews, with stakeholders remarking on the lack of viable year-round employment and the unaffordability of housing as two factors that cause younger adults to relocate or to have difficulty finding housing in town when they return from college or move out on their own.

In addition, there are factors for household growth that are **not** present in Provincetown, namely a growing adult population. As Table 2 above shows, the headship rates increases in middle age cohorts and then levels out between 65 to 70 percent. In cohorts over 74 years of age, the size of the age cohorts begins to decline due to mortality and the headship rate increases in response. Therefore, if there are less young adults in the population entering middle age as the current middle age population ages out; there will be a smaller share of the population aging through the stable years of household formation. As the population ages, there are more households per person, but less people, and without new adults 25 to 34 years of age choosing or able to reside in Provincetown during then the overall number of households will begin to decline.¹²

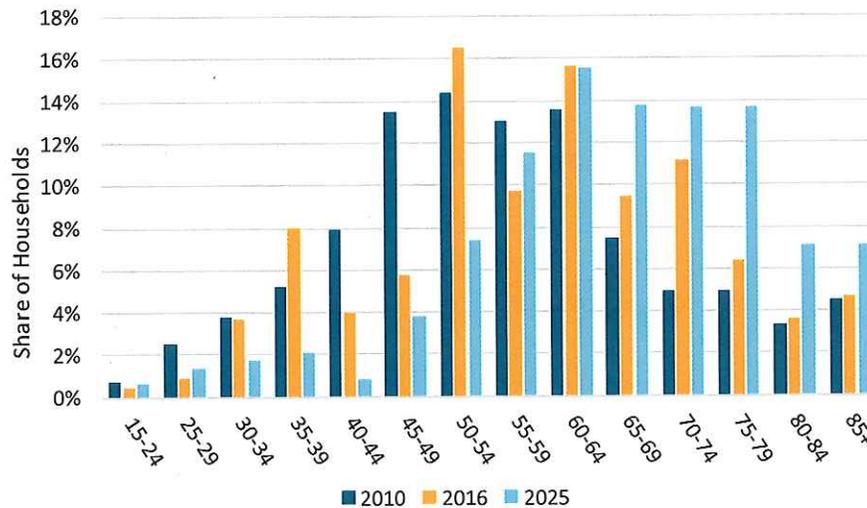
¹¹ The age-adjusted rate is interpreted as the hypothetical death rate that would have occurred if the observed age-specific rates were present in a population whose age distribution is that of the standard population. See: Massachusetts Deaths <https://www.mass.gov/files/documents/2018/08/14/death-report-15.pdf>.

¹² McCue, D., Masnick, G., & Herbert, C. (2015). "Assessing Households and Household Growth Estimates with Census Bureau Surveys." July 2015. Joint Center for Housing Studies. Harvard University. Retrieved from: http://www.jchs.harvard.edu/sites/default/files/w15-5_mccue_masnick_herbert.pdf.

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Figure 10 compares the share of households by the age of the head-of-household across the forecast period. By 2025, we estimate that the majority of Provincetown’s households (55%) will be headed by a person at least 65 years of age. This is more than double the 2010 share (25 percent), and in 2016, it was estimated to be 35 percent. Provincetown is not alone in this aging trend, which has been playing out across the Northeast, as the regional birth rate has not kept pace with the mortality rate. However, in Massachusetts, Cape Cod is on the extreme end of this trend, and its causes are commonly associated with large levels of out-migration among 19 to 29 year olds and the in-migration of households headed by individuals who are 65 years or older.

Figure 10
Share of Households by Age Cohort, 2010, 2016, and 2025



Source: 2010 Decennial Census microdata; 2012-2016 ACS 5-Year Estimate, Tables S0101 & S1101; UMass Donahue Institute Population Projections; authors’ calculations

Typically, the rate of household formation among young adults under 30 years old is associated with strong housing markets, as headship rates tend to rise due to increases in homeownership that come with a housing boom. However, this trend is dependent on there being homes available for young adults to purchase.¹³ In Provincetown, where the available ownership units are either prohibitively expensive or limited in square footage, there is little opportunity for young adult households to gain a foothold. Furthermore, the constrained rental market in Provincetown provides few options for these households to enter the community as renters and to wait for an opportunity to become local homeowners. These same dynamics play out to a significant but lesser degree throughout Cape Cod and serve to severely limit the choices for households who would like to become year-round residents.

¹³ Furlong, F. (2016). “Household Formation among Young Adults” *Economic Letters*. Federal Reserve Bank of San Francisco. May 19, 2016. Retrieved from: <https://www.frbsf.org/economic-research/publications/economic-letter/2016/may/household-formation-among-young-adults/>.

In Provincetown, where the available ownership units are either prohibitively expensive or limited in square footage, there is little opportunity for young adult households to gain a foothold.

Understanding the Housing Needs and Challenges Facing Provincetown, Massachusetts

After forecasting the number of households for each age cohort, current preferences for rental housing and homeownership as revealed from current housing use patterns were applied to the age cohorts described in Table 3.¹⁴ In 2025, we estimate market demand for housing in Provincetown's will be for 1,371 units, with 66.1 percent (906) expected to be owner-occupied units and 33.9 percent (465) renter-occupied.

Table 3
Tenure by Age of Householder, 2010 and 2025

Age Cohort	2010 Census Count			2025 Forecast		
	Owner	Renter	Total	Owners	Renters	Total
15-24 years	15.8%	84.2%	19	11.1%	88.9%	9
25-34 years	19.0%	81.0%	116	19.0%	81.0%	42
35-44 years	34.0%	66.0%	235	33.3%	66.7%	39
45-54 years	51.4%	48.6%	502	51.6%	48.4%	153
55-64 years	64.6%	35.4%	449	64.6%	35.4%	371
64-74 years	70.6%	29.4%	235	70.7%	29.3%	375
75-84 years	78.6%	21.4%	145	78.6%	21.4%	285
85 years and older	78.1%	21.9%	64	78.4%	21.6%	97
All households	55.7%	44.3%	1,765	66.1%	33.9%	1371

Source: 2010 Decennial Census Table H17; authors' calculations

Compared to the rest of Cape Cod, Provincetown has a higher share of renter households (refer to Figure 12 in the following section). However, because of expected changes in the composition of households, we project that the share of households in ownership units will increase slightly by 2025. Simply, older households have higher preferences for ownership than younger households do. Additionally, the shift in tenure could be supported by the continuation of the condominium conversions trend, which feeds the market for ownership units.

We consider these demand estimates to be conservative, as they are based on the current preferences and conditions in Provincetown and the region. However, the number of commuters and non-residents who would like to live in Provincetown, but are unable, is non-quantifiable. Therefore, we anticipate, based on the data presented in this report and the interviews we conducted, that if affordable or community housing is not created to keep pace with the decline in year-round units, then the outside demand is likely to increase, which will further disrupt the ability of workers and business owners to find and supply workforce housing in Provincetown.

If affordable or community housing is not created to keep pace with the decline in year-round units, then the outside demand is likely to increase, which will further disrupt the ability of workers and business owners to find and supply workforce housing in Provincetown.

¹⁴ The Census does not supply tenure by age of household in age cohorts in as detailed a form as those used to calculate headship rates.

3 HOUSING

Provincetown has undergone a dramatic reallocation of its housing stock. The recent decline in the year-round population has occurred alongside the repurposing of formally year-round housing into seasonal units, many of which are condominiums converted, particularly, from multifamily housing. Potentially, this means that what was once a building of year-round three rental units is now one of three ownership units that are infrequently occupied.

Property owners are responding to a strong market incentive; short-term rentals through companies like Airbnb can result in seasonal rental profits that are typically greater than what the same unit could produce as a yearly rental.

As online rental marketplaces like Airbnb have become ubiquitous for tourists, seasonal units are increasingly being used as short-term rentals. Property owners are responding to a strong market incentive; short-term rentals through companies like Airbnb can result in seasonal rental profits that are typically greater than what the same unit could produce as a yearly rental. This trend has removed options for seasonal workers and residents who practiced the “Provincetown shuffle” in order to stay in housing year-round, and resulted in an increased number of seasonal vacancies when there are no lodgers. When seasonal units are underused or priced for tourists, a portion of Provincetown’s housing sits potentially vacant while the seasonal workforce competes for, and crowds in to, a shrinking supply of lower-priced units. People searching for year-round housing are impacted by the increase of seasonal units through both a reduction in the supply of year-round units and by the prohibitively high price barrier of being a homeowner in Provincetown.

Our interviews revealed that past development in Provincetown has been fraught with issues related to the density and character of housing projects. Stakeholders commented on how “Not In My Back Yard” (NIMBY) concerns have impacted both affordable and community housing development. However, objections did not appear to be directly related to the future occupants of housing. Rather, they concerned how the development of higher density housing would affect features of the community, like the skyline or ocean views, which are important aesthetic components of life in Provincetown for many residents. Our discussions made it clear that Provincetown is in the difficult position of having to maintain a certain character for residents, while also creating more housing opportunities for residents who work in the industries that cannot pay wages that align with what is needed to afford market-rate housing, and whose services are an integral part of the local economy.

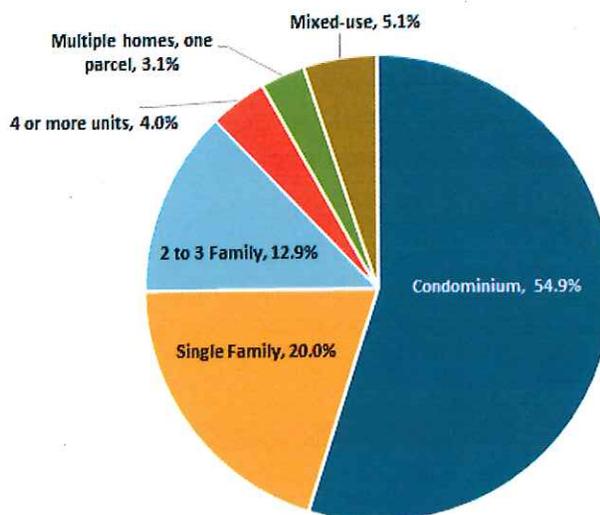
The following section explores recent changes in the usage of the housing stock, home sales and production trends, and the issues of housing affordability and the constrained housing stock.

Understanding the Housing Needs and Challenges Facing Provincetown, Massachusetts

3.1 PROFILE OF HOUSING IN PROVINCETOWN

Provincetown's housing stock is dominated by condominiums, which can and are often converted from other property types, such as rental units, inns, and even subdivided single-family homes. Condominiums account for 54.9 percent of the housing units in town (see Figure 11). Additionally, single-family homes account for 20.0 percent of all housing units in Provincetown. Although both single-family homes and condominiums can be rental properties, our interviews with stakeholders and Provincetown officials revealed a consistent observation that, for the most part, condominiums do not typically find their way into the stock of year-round rental housing. However, since many properties in Provincetown are owned by non-residents, single-family homes and condominiums reportedly make up a large part of the seasonal, short-term rental market.

Figure 11
Housing Units by Structure Type, Fiscal Year 2018



Source: Provincetown Assessor's Office; Authors' calculations

While Provincetown's assessment records offer many insights into the town's housing stock, they do not record whether individual units on each tax parcel are owner- or renter-occupied. According to the last American Community Survey (2012-2016 5-year estimate), 40.0 percent of Provincetown's housing units are occupied year-round by owners (26.7%) or renters (13.3%).¹⁵ The majority of Provincetown's housing units

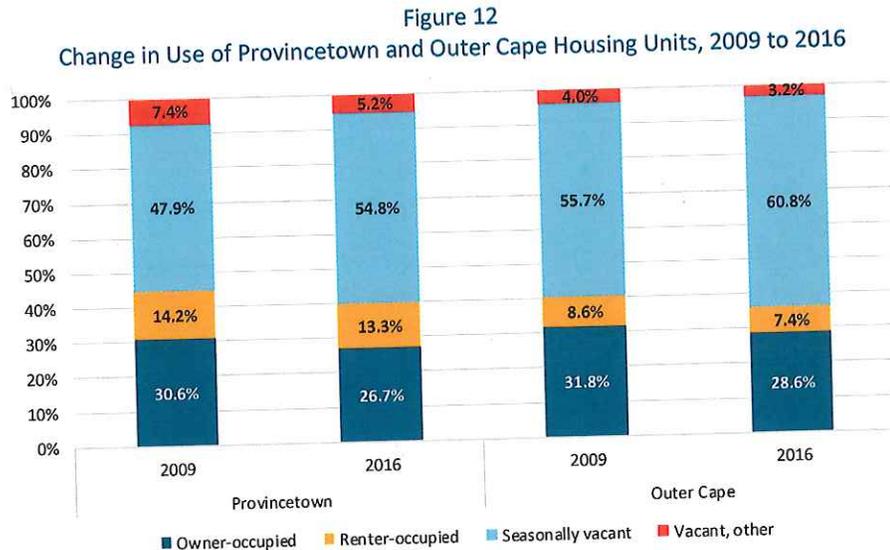
¹⁵ Note that the ACS defines a unit as occupied if "it is the current place of residence of the person or group of people living in it at the time of interview, or if the occupants are only temporarily absent from the residence for two months or less, that is, away on vacation or a business trip. If all the people staying in the unit at the time of the interview are staying there for two months or less, the unit is considered to be temporarily occupied and classified as 'vacant.'" From the *American Community Survey and Puerto Rico Community Survey: 2016 Subject Definitions*. Retrieved from: https://www2.census.gov/programs-surveys/acs/tech_docs/subject_definitions/2016_ACSSubjectDefinitions.pdf.

Since many properties in Provincetown are owned by non-residents, single-family homes and condominiums reportedly make up a large part of the seasonal, short-term rental market.

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(54.8%) are used as seasonal properties, which are used by their owners as second homes, rented to visitors throughout the season, or both (see Figure 12).

The majority of Provincetown's housing units (54.8%) are used as seasonal properties, which are used by their owners as second homes, rented to visitors throughout the season, or both.



Source: American Community Survey 2005-2009 & 2012-2016 Tables DP04, B25001, and B25004; Authors' calculations

Seasonal housing units have increased in both absolute numbers and as a share of total units since 2009, when an estimated 2,163 seasonal housing units accounted for 47.9 percent of the total housing stock. The growth in seasonal units from 2009 to 2016 translates to a 14.1 percent increase in Provincetown, which is similar to the increase in seasonal units for the Outer Cape (+14.7%). As of 2016, seasonal units account for 60.8 percent of all housing units on the Outer Cape, a greater share than in Provincetown itself. This dynamic may mean an increased difficulty in recent years for people in search of housing on the Outer Cape in order to work year-round in Provincetown. Indeed, this theme emerged repeatedly in our interviews, with interviewees noting that people have reported a scarcity of year-round housing options on the Outer Cape and that it has resulted in the withdrawal of potential applicants for important Town jobs.

Once seasonal vacancies are removed from the total year-round vacancies, the overall vacancy rate in Provincetown is 5.2 percent, which is slightly below 7.4 percent that is considered healthy for residential churn.¹⁶ Vacancy rates below this range tend to indicate a tight housing market where property owners can command higher prices for units than

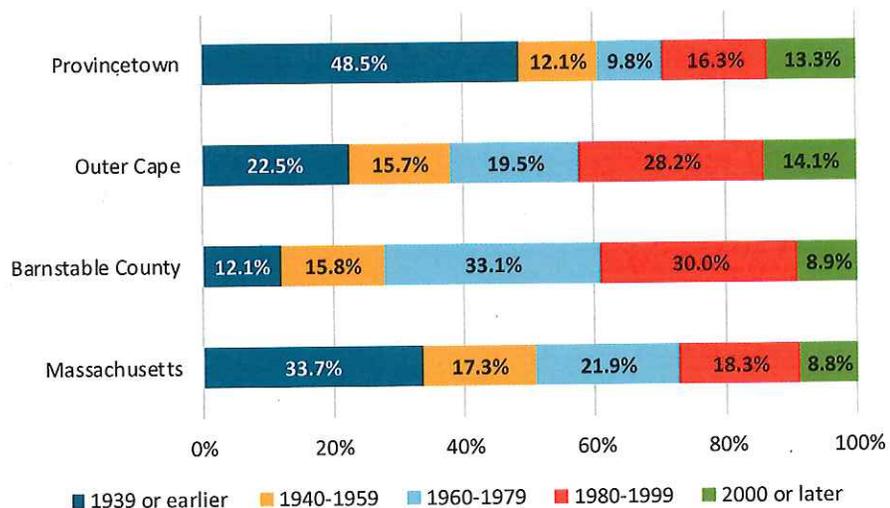
¹⁶ Belsky, E., Drew, R., and McCue, D. (2007). "Projecting the Underlying Demand for New Housing Units: Inferences from the Past, Assumptions about the Future." Joint Center for Housing Studies, Harvard University. November 2007.

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they would otherwise, and where high prices prevent new household formation, resulting in people living with family members or housemates for longer than expected.¹⁷

The majority of housing in Provincetown (60.6%) was constructed before 1960 (see Figure 13), and an in-depth review of assessment records finds that nearly one-third (32.7%) of the residential structures in Provincetown were originally constructed before 1900. Provincetown has a higher share of housing that was built before 1940 as compared to both other Cape Cod communities and Massachusetts as a whole. During interviews, some subjects remarked that the antique features of the town's pre-twentieth century housing stock are an important part of the Town's appeal for residents and visitors alike.

Figure 13
Year Structure Built, All Housing Units, 2016



Source: Provincetown Assessor's Office; American Community Survey 2012-2016 Table B25036

While it may be appealing, the age of the local housing stock presents challenges. A recent analysis of the 2013 American Housing Survey by the Harvard Joint Center for Housing Studies found that, nationally, rental housing is three times more likely than owner-occupied to be considered inadequate due to structural deficiencies. In addition, older rental housing has both a higher probability of being considered structurally inadequate. These substandard units often may be all that is available for low-income renters who are unable to afford the higher rents demanded for recently constructed units.¹⁸ Indeed, interviewees did note that the age of the housing stock has created quality of life issues for seniors who would like to age in place but who reside in homes in need of significant repairs, an issue that may occur more frequently as second homeowners begin to realize their dreams of retiring to the community in coming years. Additionally, a

¹⁷ Rappaport, J (2017). "The Large Unmet Demand for Housing." *The Macro Bulletin*. Federal Reserve Bank of Kansas City.

¹⁸ Lew, I. (2016). "Housing Inadequacy Remains a Problem for the Lowest-Income Renters." *Housing Perspectives*. HJCHS. Cambridge.

An in-depth review of assessment records finds that nearly one-third (32.7%) of the residential structures in Provincetown were originally constructed before 1900.

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number of interviewees remarked that, for renters living in older, substandard housing, there was uncertainty as to what the result of a complaint or request for a repair would be, as reinvestments are commonly believed to be a precursor to the sale of the unit or its conversion into condominium.

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3.2 HOME SALES AND PRODUCTION

As the dominant property type in Provincetown, it is unsurprising that condominiums account for the majority of annual real estate transactions. However, the degree to which they dominate the sales market is notable, especially when Provincetown's real estate market is compared with the Outer Cape, Barnstable County, and the state. Comparatively, condominiums sold in Provincetown sold for prices that were both higher and more stable than elsewhere on Cape Cod or in Massachusetts as a whole.

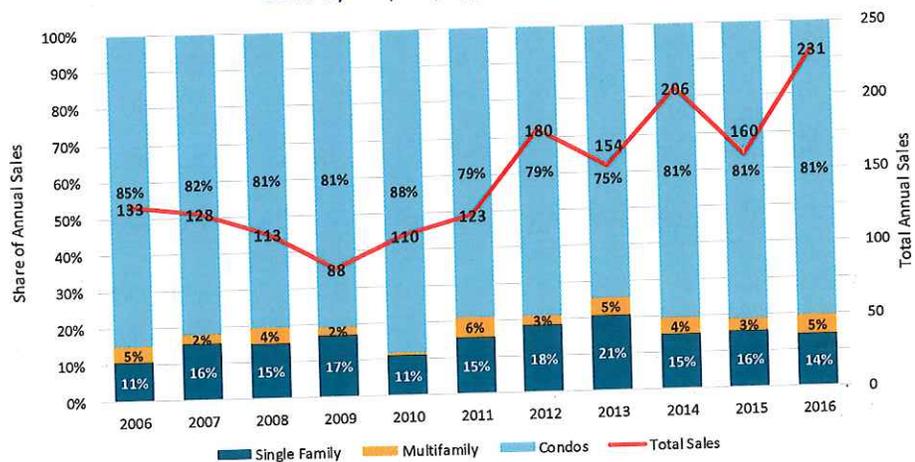
Since 2000, Provincetown has permitted 517 net new housing units, of which 101 are designated affordable to either low- or middle-income households. This has left Provincetown with just over 60 lots of developable residential land under current zoning regulations, meaning that options for new development are highly constrained.

Condominiums sold in Provincetown sold for prices that were both higher and more stable than elsewhere on Cape Cod or in Massachusetts as a whole.

3.2.1 Sales

By volume, home sales in Provincetown have more than recovered from the slight decline they experienced during and in the wake of the "Great Recession" (see Figure 14 below). Also evident from the sales data is the central role that condominium sales play in driving the Provincetown housing market. For any given year from 2006 to 2016, they account for the overwhelming majority of real estate transactions.

Figure 14
Sales by Property Type, 2006-2016



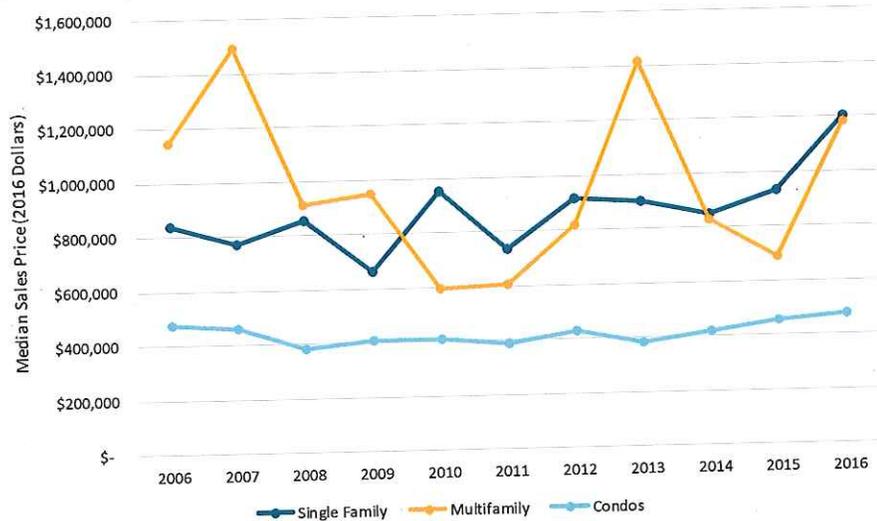
Source: Provincetown Assessor's Office; Authors' calculations

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Over time, condominium prices appear to be considerably more stable, albeit lower, when compared with multifamily and single-family properties (see Figure 15). The fluctuation in median multifamily sales prices is most likely due to the number of units in the properties sold for a given year, considering that properties with five or more units are in short supply in Provincetown, and consequently can command a much higher sales price.

Single-family home prices have grown steadily since 2014, and the median sales price increased by 43.1 percent from 2006 to 2016. The median sales price condominiums in Provincetown saw essentially no increase from 2006 to 2016 (0.04%). Multifamily homes saw a 3.0 percent increase in the median sales price over the same period.

Figure 15
Inflation-Adjusted Annual Median Sales Price in Provincetown by Property Type, 2006-2016



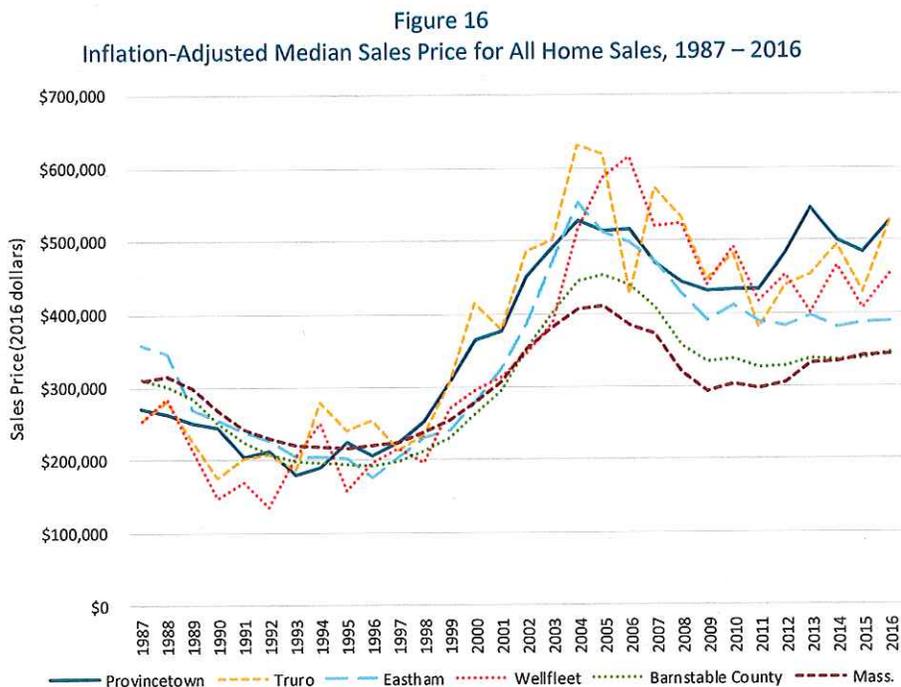
Source: Provincetown Assessor's Office; Authors' calculations

Over time, condominium prices appear to be considerably more stable, albeit lower, when compared with multifamily and single-family properties.

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While the housing affordability challenge in Provincetown is arguably the most acute in the region, it is certainly not unique on the Outer Cape. As can be seen in Figure 16, the median sales prices for the Outer Cape towns have followed a similar trend, and since the early 2000s, sales prices on the Outer Cape, on average, have been consistently approximately \$100,000 above the median in Barnstable County and the state as a whole.

Sales prices on the Outer Cape, on average, have been consistently approximately \$100,000 above the median in Barnstable County and the state as a whole.

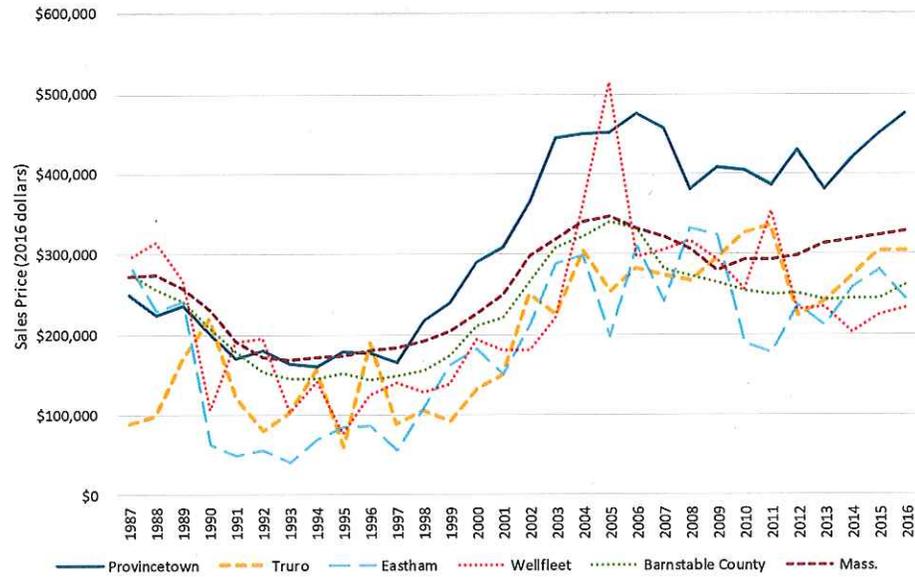


Source: The Warren Group; Authors' calculations

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Although Provincetown’s median sales prices for all home sales generally follow the trends that characterize the housing market on the Outer Cape as whole, the condominium market in Provincetown has consistently been much more robust for the past two decades. With exception of a spike in Wellfleet in 2005, the median sales price for condominiums in Provincetown has surpassed those in other Outer Cape towns, Barnstable County, and Massachusetts in every year since 1998 (see Figure 17).

Figure 17
Inflation-Adjusted Median Sales Price for Condominiums, 1987 – 2016

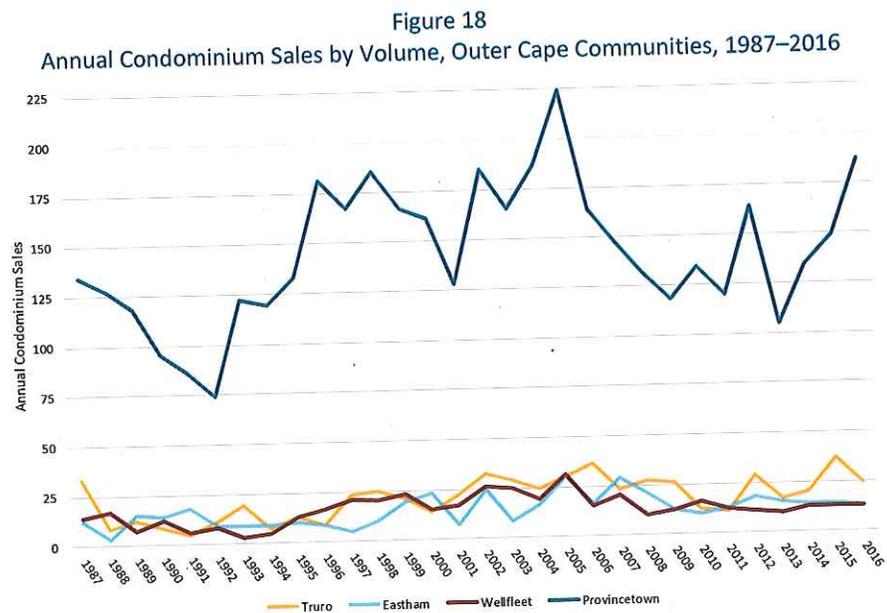


Source: The Warren Group; Provincetown Assessor’s Office; Authors’ calculations

The median sales price for condominiums in Provincetown has surpassed those in other Outer Cape towns, Barnstable County, and Massachusetts in every year since 1998.

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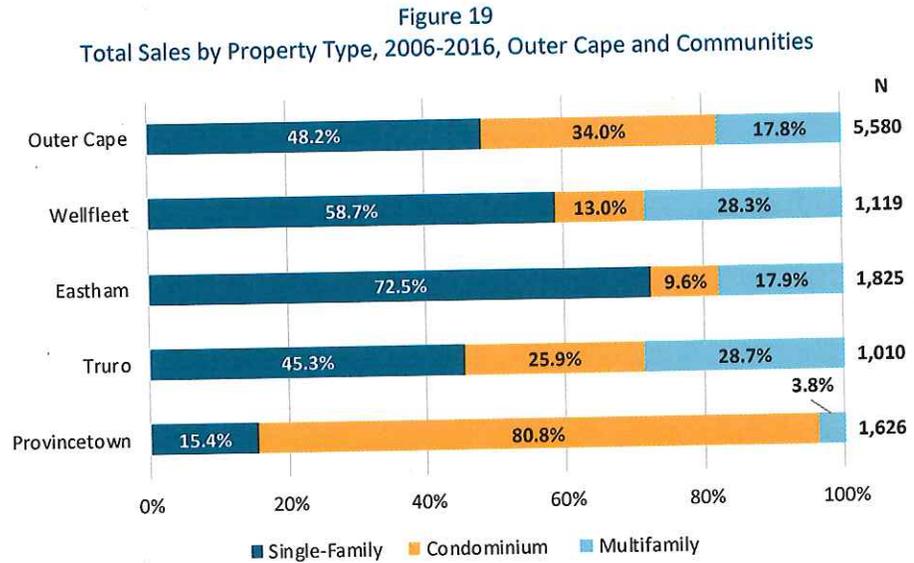
Figure 18 below provides additional insight into the historical market for condominiums on the Outer Cape. Notably, while Wellfleet had the highest median condominium sales price in 2005, there were 31 sales in town that year, compared with 224 in Provincetown, making it quite possible that the spike in sales price for Wellfleet that year was the result of the sale of a relatively small number of high-priced units. Figure 17 makes it clear that Provincetown dominates the regional condominium market and provides many more options annually than the other communities on the Outer Cape, with an average of 142 condominium sales per year from 1987 to 2016.



Source: The Warren Group; Authors' calculations

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Provincetown is unique among other Outer Cape communities in terms of the sales mix of real estate property types. Overall, single family homes accounted for the largest share (48.2%) of all sales on the Outer Cape between 2006 and 2016, while during the same period in Provincetown, condominiums sales dominated sales activity (80.8%) while single family homes accounted for 15.4 percent of the total residential properties sold (see Figure 19).



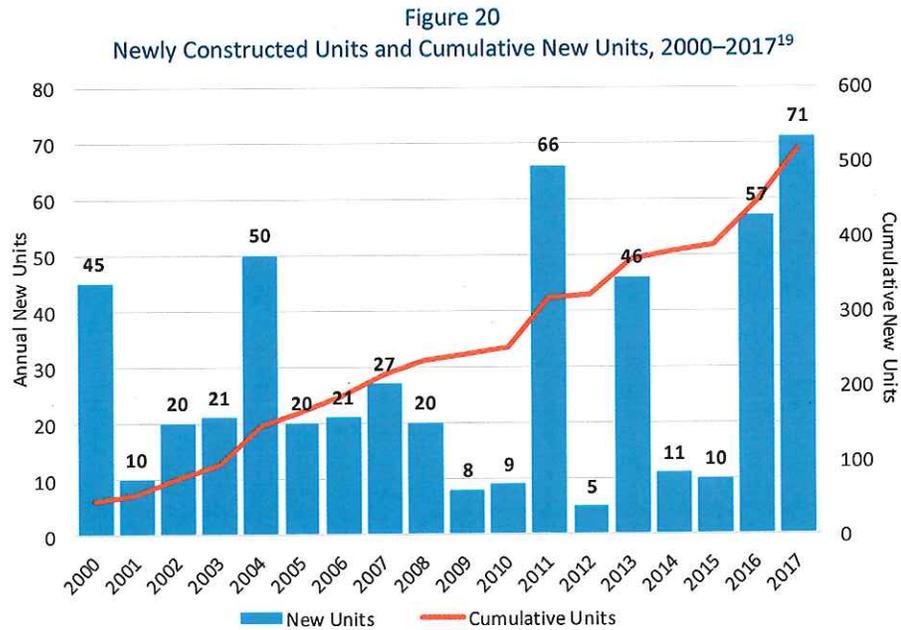
Source: Warren Group TownStats; Provincetown Assessor's Office; Authors' calculations

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3.2.2 New Construction

The number of new housing units constructed annually in Provincetown varies from year to year, with spikes over the past decade primarily attributable to the development of a small number of relatively large housing complexes (see Figure 20). For example, in April of 2011, only five new building structures had been developed, containing 51 total new units. On average, 29 units were added annually between 2000 and 2017, with 517 units added to the local housing stock over this period.

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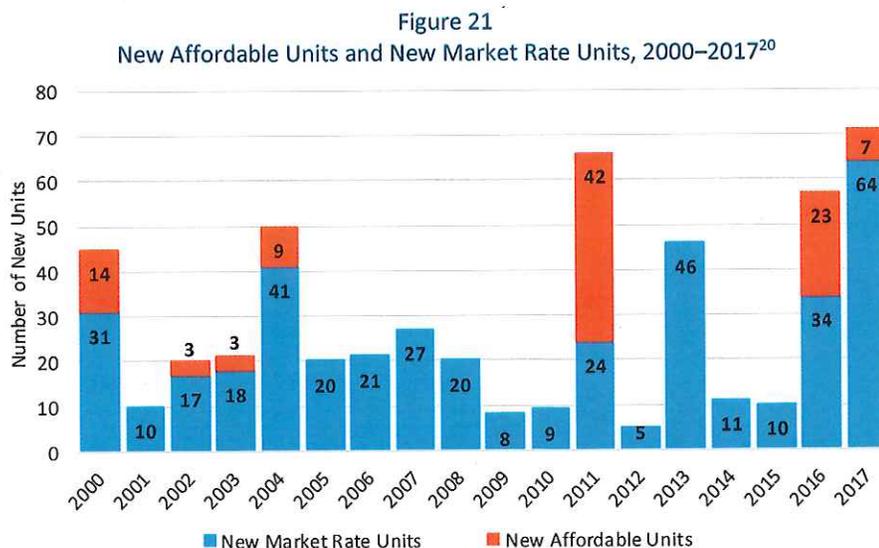
Source: Provincetown Building Department 2000-2012 and 2016-2017; U.S. Census Bureau Building Permit Survey 2013-2015; Authors' calculations

¹⁹ Due to a change in the format of the Provincetown Building Department's data the building permit numbers for 2013 and 2014 use the total reported by the Town on the Census' Building Permit Survey, and the number estimated by the Census for 2015.

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Unsurprisingly, the majority of newly constructed units are produced to meet the substantial demand for market-rate housing in Provincetown, rather than being developed to be affordable to households with incomes below or near the area median income (AMI). With the exception of 2011, when 42 units of affordable housing were permitted, market-rate housing was the primary type of housing constructed from 2000 to 2017 (see Figure 21). Since 2000, 101 affordable units have been constructed, even as 416 market rate units were added during the same period (through 2017).

The majority of newly constructed units are produced to meet the substantial demand for market-rate housing in Provincetown, rather than being developed to be affordable.



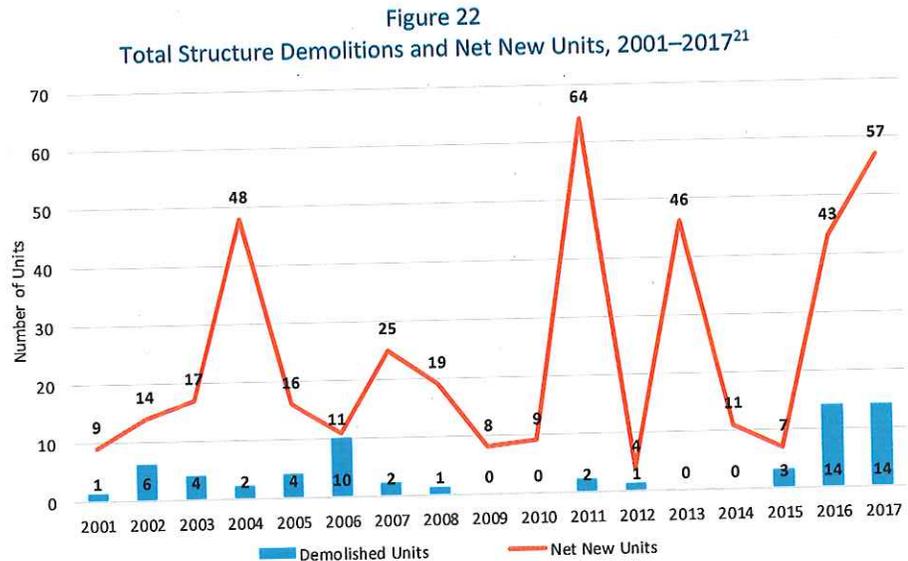
Source: Provincetown Building Department; Authors' calculations

²⁰ Due to a change in the format of the Provincetown Building Department's data the building permit numbers for 2013 and 2014 use the total reported by the Town on the Census' Building Permit Survey, and the number estimated by the Census for 2015.

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In 2016 and 2017, 14 units were demolished, while 43 and 57 new units were permitted in each year, respectively.

Demolitions can happen for a variety of reasons, including fire damage, water damage, infestations, or structural deficiencies. In Provincetown, while older homes are demolished and replaced with new units on occasion, new construction has consistently outpaced demolitions, allowing for net housing unit growth (see Figure 22). In 2016 and 2017, 14 units were demolished, while 43 and 57 new units were permitted in each year, respectively.



Source: Provincetown Building Department; Authors' calculations

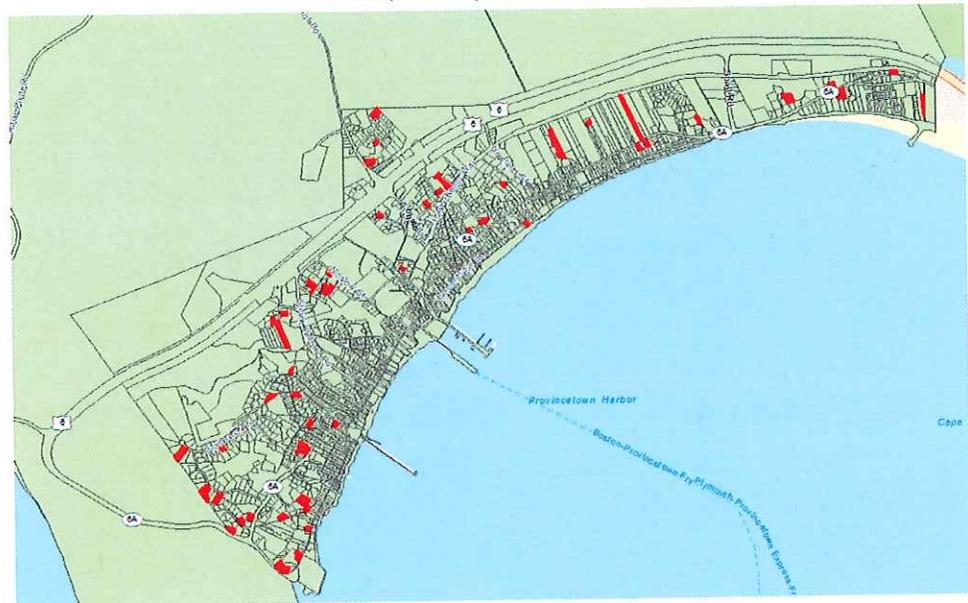
²¹ Due to a change in the format of the Provincetown Building Department's data the building permit numbers for 2013 and 2014 use the total reported by the Town on the Census' Building Permit Survey, and the number estimated by the Census for 2015.

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3.2.2.1 Options for Future Residential Development

The Assessor's Office identified 66 parcels of vacant, developable residential land, which are highlighted in red on the map in Figure 23 below. Like most parcels in Provincetown, the majority of these vacant parcels are small and abutted by other development. These conditions mean that, if the vacant parcels were used to create the dense housing needed to alleviate the pressure on the housing stock, they are likely to encounter the same NIMBY issues other large-scale developments have.

Figure 23
Vacant, Developable Parcels



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3.3 AFFORDABILITY AND AVAILABILITY

Housing affordability in general is a challenge for many households across Massachusetts. On Cape Cod and in Provincetown in particular, the cost of housing has risen to levels that make ownership unobtainable on the income of the typical household. As demonstrated in the previous section, the median sales price for Provincetown homes is above \$500,000, which creates both a barrier to purchasing for many households and incentive to sell for residents who may have otherwise continued stay in town.

Indeed, Provincetown's median sales price has increased dramatically over the last 15 years, while the median household income in town has fallen. This implies that renter households in town and elsewhere on the Cape have increasingly less opportunities to transition into homeownership. In the meantime, maintaining rental housing itself poses difficulties, as Provincetown's limited supply of rental units operates on a word-of-mouth marketplace and units are being lost to condominium conversions. The income profile of Provincetown's renter households makes it clear that, even if they are given the right of first refusal on purchasing an apartment converted into a condominium, in most cases they will be unable to afford the monthly payments, let alone obtain the necessary mortgage financing.

The median sales price for Provincetown homes is above \$500,000, which creates both a barrier to purchasing for many households and incentives to sell for residents who may have otherwise continued stay in town.

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3.3.1 The Housing Cost Burden

As demonstrated in our previous work for the Town, the majority of Provincetown households are financially burdened by their housing costs.²² Households that spend 30 percent or more of their total income on housing costs are traditionally considered to be financially burdened.²³

In Massachusetts, two out of every five households (40.6%) are burdened to some degree by their housing costs, devoting about one-third or more of their income to rent/mortgage payments, utilities, and other costs related to housing, such as association fees (see Table 4). Like other symptoms of the statewide housing crisis, the share of residents paying housing costs beyond this 30 percent threshold increases as we look further out on Cape Cod, with nearly half of all Outer Cape households (49.3%) spending more than 35 percent of their income on housing and the majority of Provincetown households (56.0%) carrying a similar burden.

The majority of Provincetown households are financially burdened by their housing costs.

Table 4
All Households by Share of Income Spent on Housing Costs, 2016

Percent of Income Spent on Housing Costs	Massachusetts	Barnstable County	Outer Cape	Provincetown
Less than 20 percent	32.4%	28.3%	24.2%	21.4%
20 to 24 percent	14.9%	13.8%	7.7%	8.2%
25 to 29 percent	12.1%	12.1%	9.0%	10.3%
30 to 34 percent	9.0%	9.9%	9.8%	4.1%
35 percent or more	31.6%	35.9%	49.3%	56.0%

Source: 2012-2016 ACS Table DP04; Authors' calculations

²² Refer to *A Baseline Assessment of Economic Conditions in Provincetown, Massachusetts: Implications for the Growth Management Policy* at: http://publicpolicycenter.org/wp/wp-content/uploads/2017/09/PPC_ProvincetownAnalysis.pdf.

²³ Schwartz, M. & Wilson, E. (2008). "Who Can Afford to Live in a Home?: A look at data from the 2006 American Community Survey." U.S. Census Bureau

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3.3.2 Homeownership

Table 5 below compares the median household income, median home sales price, and the income required to afford a home at the median sales price in Provincetown, the Outer Cape, and Barnstable County. Affordability is defined here as a housing payment that does not exceed 30 percent of household income. As discussed earlier, the median household income in Provincetown is 35.4 percent below that of Barnstable County while the median price of a home in Provincetown was \$525,000 in 2016, 52.2 percent greater than that of the county equivalent. To affordably purchase a home at the median price in Provincetown in 2016, an annual income of at least \$120,040 would be required. This is nearly twice the median household income in Barnstable County and nearly triple the median income in Provincetown (\$65,382 and \$42,228, respectively).

Table 5
Homeownership Affordability, 2016

	Provincetown	Outer Cape	Barnstable County
Median Household Income	\$42,228	\$52,680	\$65,382
Margin of Error	+/- \$11,702	+/- \$4,900	+/- \$1,119
Median Home Sales Price	\$525,000	\$472,861	\$345,000
Income Required to Afford the Median Home Price ²⁴	\$120,040	\$111,040	\$80,600
Gap	-\$77,812	-\$58,360	-\$15,218

Source: Provincetown Assessor's Office; Warren Group TownStats; 2012-2016 ACS Table B19013; Authors' calculations

To affordably purchase a home at the median price in Provincetown in 2016, an annual income of at least \$120,040 would be required.

²⁴ Assumes a 5% down payment on a 30-year fixed rate mortgage at 3.65% interest, local tax rates (averaged for the Outer Cape and county), and \$800 insurance premium.

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The disparity between housing costs and incomes is not a new development, but it has become more pronounced over the last decade and a half. A review of sales prices and income trends reveals that median household income in Provincetown and median sales prices have diverged significantly. Between 2000 and 2016, median household income in Provincetown **decreased** by 14.9 percent, a period during which the median home sales price **increased** by 53.1 percent (see Table 6). As a result, the income required to afford the median home grew by 3.8 percent, putting homeownership further out of reach for an increasing number of Provincetown households.

*Between 2000 and 2016, median household income in Provincetown **decreased** by 14.9 percent, a period during which the median home sales price **increased** by 53.1 percent.*

Table 6
Inflation-Adjusted Change in Homeownership Affordability, Provincetown, 2000 - 2016

	2000	2016	Change
Median Household Income	\$49,467	\$42,228	-10.7%
Median Home Sales Price	\$343,465	\$525,000	53.1%
Income Required to Afford the Median Home Price ²⁵	\$115,600	\$120,040	3.8%

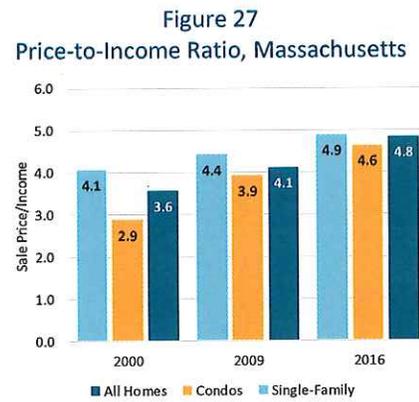
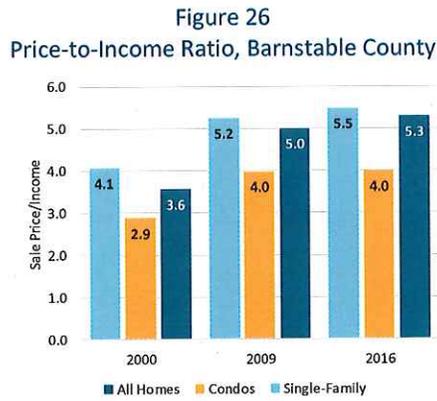
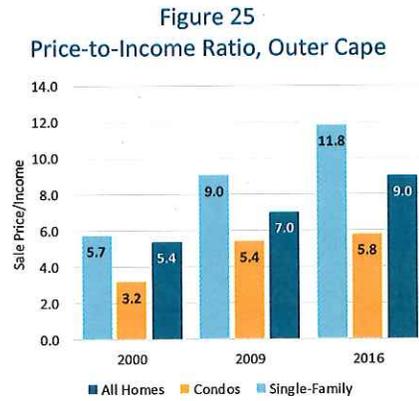
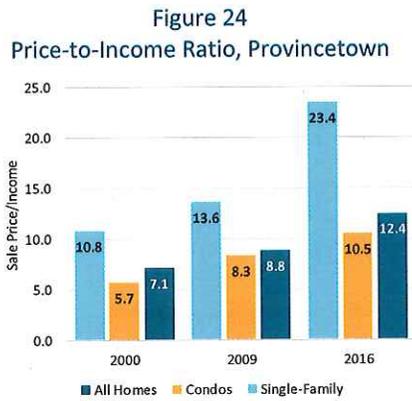
Source: Provincetown Assessor's Office; Warren Group TownStats; 2000 Census Table HCT012; 2012-2016 ACS Table B19013; Authors' calculations

To be sure, Provincetown is not feeling the effects in isolation, but conditions are more severe than elsewhere in Massachusetts. Figure 24-27 below show the price-to-income ratio, which is derived from dividing the annual median sales prices into the annual median household income. The resulting ratio implies the years of income the median household required in order to purchase the median home. Historically, the cost of a home in the U.S. has been 2.6 times, or required 2.6 years of, the annual median household income.²⁶ In Massachusetts, the median price of all homes was 4.8 times that of the median annual household income in 2016, meaning that the typical household would need nearly five years of income to buy a home at the median sales price outright. On the Outer Cape and in Provincetown, where the median single-family homes sell for the equivalent of 23.4 years of median household income, the disparity between household income and home sales prices significantly exceeds that of the state in every observed year, and increased at higher rate than both the state and Barnstable County between 2000 and 2016.

²⁵ Assumes a 5% down payment on a 30-year fixed rate mortgage at 8.05% (2000) and 3.65% (2016) interest, 2000 and 2016 residential tax rates, and \$800 insurance premium.

²⁶ Zillow. (2013) "High Home Price-to-Income Ratios Hiding Behind Low Mortgage Rates." *Forbes*. April 16, 2013. Retrieved from: <https://www.forbes.com/sites/zillow/2013/04/16/high-home-price-to-income-ratios-hiding-behind-low-mortgage-rates/#3e854bb03a59>.

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Sources: Warren Group TownStats; 2000 Census; 2005-2009 ACS Table B19013; 2012-2016 ACS Table B19013

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3.3.3 Rental Housing

Nearly every interviewee remarked about the scarcity of rental units on the market, and observed that the rental market in Provincetown operates largely by word-of-mouth, creating yet another barrier for new households seeking housing in the area. While some business owners have been able to secure properties and provide seasonal rental housing to their employees, these units are limited and their seasonal use effectively removes these units from the year-round housing stock, thereby exacerbating the shortage of year-round housing options.

Table 7 below shows the rental affordability gap between apartments available at the median rent and the median income for renter households. In Provincetown, renter households with incomes at the median would need to increase their annual income by more than \$16,000 to afford the median rent. While the gap between the median rent and the median income of renter households is more pronounced in Provincetown, it exists to varying degrees throughout Cape Cod – even when the margin of error on the household income estimate is taken into account.

Additionally, the median rent estimates we use are from the American Community Survey, and they are based on a sample of responses meant to represent the spectrum of residents in a region. Therefore, median rent estimates are derived from a sample that may include housing units with affordable deed restrictions and other subsidized units, which would produce estimates lower than the median would be for only market-rate units. Indeed, stakeholders indicated during our interviews that a median rent of \$1,200 might be more representative, but substantial data on this figure are hard to come by, as there are very few listings for year-round rentals.

The income profile of Provincetown’s renter households makes it clear that, even if they are given the right of first refusal on purchasing an apartment converted into a condominium, in most cases they will be unable to afford the monthly payments, let alone obtain the necessary mortgage financing.

Table 7
Rental Affordability, 2016

	Provincetown	Outer Cape	Barnstable County
Median Renter Household Income	\$26,202	\$27,692 ²⁷	\$36,077
Margin of Error	+/- \$6,965	+/- \$4,353	+/- \$1,680
Income Required to Afford the Median Monthly Rent	\$42,560	\$39,360	\$45,480
Median Monthly Rent	\$1,064	\$984	\$1,137
Gap	-\$16,358	-\$11,668	-\$9,403

Source: 2012-2016 ACS Tables B25119 & B25064; Authors’ calculations

During interviews, many stakeholders noted that the rental market in town is difficult to break into for newcomers, as most vacancies are rented via word-of-mouth rather than traditional postings. Moreover, interviewees noted that the trend in condominium conversions has reduced the available rental housing stock, transforming rental units into ownership units that sell at prices unaffordable to incumbent renters. This claim is wholly

²⁷ Represents the *average median* for Outer Cape communities.

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consistent with available data on prevailing rental housing costs and the income of renters in Provincetown. Despite having a greater gap between the median renter household income and the median rent, when compared to the Outer Cape and Barnstable County, the median rent in Provincetown is notably similar to the rest of the region. This implies that if a renter household is unable to afford an apartment in Provincetown or if they are forced out due to a condominium conversion, they will face serious difficulties finding a comparable unit elsewhere on Cape Cod. The income profile of Provincetown's renter households makes it clear that, even if they are given the right of first refusal on purchasing an apartment converted into a condominium, in most cases they will be unable to afford the monthly payments, let alone obtain the necessary mortgage financing.

3.3.4 Affordability by Income Level

While the median household income is a helpful benchmark for the housing gap, it only represents the midpoint of an area's income spectrum. Table 8 below displays the maximum affordable housing costs, assuming that a household spends no more than 30 percent of their income on housing, for 200, 120, 100, and 80 percent of both the town-wide household median income (ownership gap) and the rental household median income (rental gap).

Table 8
Ownership and Rental Cost Gaps by Percent of Town Medians, 2016

Ownership Gap	Monthly Income	Maximum Affordable Housing Costs	Monthly Median Ownership Cost	Potential Gap
200% of Median	\$7,038	\$2,111	\$2,776	-\$665
120% of Median	\$4,223	\$1,267	\$2,776	-\$1,509
Town Median	\$3,519	\$1,056	\$2,776	-\$1,720
80% of Median	\$2,815	\$845	\$2,776	-\$1,931
Rental Gap	Monthly Income	Maximum Affordable Housing Costs	Monthly Median Rent	Potential Gap
200% of Median	\$4,366	\$1,310	\$1,064	\$246
120% of Median	\$2,620	\$786	\$1,064	-\$278
Renter Median	\$2,183	\$655	\$1,064	-\$409
80% of Median	\$1,746	\$524	\$1,064	-\$540

Source: Provincetown Assessor's Office; 2012-2016 ACS Tables B19013, B25119 & B25064

As the estimates demonstrate, even a household earning double the town-wide median, or \$84,456 annually, would still face a housing cost gap for the mortgage payments associated with purchasing a home at the median sales price. The only households that are potentially without a deficit are renter households earning 200 percent of the rental median (\$4,366 a month or \$52,392 a year) that rent housing at the median rent of \$1,064 a month.

Even a household earning double the town-wide median, or \$84,456 annually, would still face a housing cost gap for the mortgage payments associated with purchasing a home at the median sales price.

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3.3.5 Closing the Gap

Provincetown actively addresses the housing affordability challenge through a variety of programs. Traditional approaches, such as the use of deed restricted housing development and rehabilitation, down payment assistance, and subsidized affordable housing developments, are complemented by more novel initiatives such as the Affordable and Year-Round Rental Housing Trusts, the affordable housing residential tax exemption, and Community Preservation Act-funded short-term housing vouchers.

Though not a perfect measure, the Massachusetts Subsidized Housing Inventory (SHI) provides a metric for comparing the affordable housing stock across communities. Under Chapter 40B, the state has mandated that all communities in the Commonwealth reserve a minimum of 10 percent of their year-round housing for affordable housing.²⁸ Few communities have achieved this goal. However, Provincetown is close, with 9.8 percent of year-round units (208 units) designated as affordable under the SHI (see Table 9). Additionally, the Provincetown Housing Office has counted 30 affordable units that are not captured by the SHI's metrics.²⁹ Moreover, Provincetown's units account for nearly two-thirds (65.0%) of all SHI units on the Outer Cape, making the town the most likely place to find affordable housing in the region.

Provincetown's units account for nearly two-thirds (65.0%) of all SHI units on the Outer Cape, making the town the most likely place to find affordable housing in the region.

Table 9
Subsidized Housing Inventory

	2010 Year-round Housing Units	SHI Units	SHI Share of Town-wide Units	Share of Outer Cape SHI Units
Outer Cape	7,394	320	4.4%	100.0%
Provincetown	2,122	208	9.8%	65.0%
Eastham	2,632	54	2.1%	16.9%
Truro	1,090	28	2.6%	8.8%
Wellfleet	1,550	30	1.9%	9.4%

Source: Provincetown Housing Office; Massachusetts Department of Housing and Community Development, Chapter 40B Subsidized Housing Inventory, 2018; Census 2010 Year Round Housing Units

²⁸ State of Massachusetts, Department of Housing and Community Development: 760 CMR Sections 56.03 (2D), 56.05 (13A and B), 56.02 (B)

²⁹ "Town of Provincetown MA Housing Update" Presentation prepared by Michelle Jaurisiewicz, Housing Specialist, June 2018.

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Even if a unit is otherwise vacant or available for owner use 50 percent of the time during the peak season and vacant the balance of the year, the rental income from the short-term rental still may exceed the annual rental income of the typical rental unit.

3.4 THE CONSTRAINED HOUSING STOCK

The loss of year-round housing to seasonal units has reached what some in Provincetown call crisis level. The unabated conversion of rental units to condominium conversions has both increased the number of units available for both part-time residents and for short-term rentals to tourists, while removing from the housing stock options for workers in industries that service an increasing number of seasonal guests. The jobs in Provincetown supported by households who purchase condominiums, such as restaurant staff, traditionally pay wages that are below what is needed to rent housing affordably on Cape Cod. While the Town has enacted measures to shore up the supply of affordable and community workforce housing, they have been unable to keep pace with a loss of housing to condominium conversion and seasonal reallocation.

Two major themes emerged from discussions with interviewees about the decline of year-round rental properties in Provincetown and the Outer Cape: the increased use of units for short-term rental via online platforms and the eroding of year-round housing through the conversion of rental units into condominium, many of which are then purchased by part-time residents and may become short-term rentals when not in use by the owner. These topics are explored in detail below.

3.4.1 Short-term Rentals

Interviewees reported that in recent years, there has been the proliferation of short-term rentals through services such as Airbnb and HomeAway, and many suggested that property owners are more likely to keep units available for short-term rentals because they can and frequently do offer a greater return on their investment as compared to a year-round rental. The increased income comes along with an increased freedom of not managing a property on Cape Cod during the winter, when the weather and remoteness of Provincetown can create headaches for owners. Interviewees also told us that Provincetown has made strides in expanding its tourist season beyond just the summer months. While this advances longstanding efforts to develop a more robust year-round local economy, it also increases the appeal of short-term rental options.

Given the market for short-term rentals, it is not surprising that property owners opt to use their units for this purpose rather than maintain them as year-round rentals. For instance, the estimated average rental rate for an Airbnb in Provincetown is \$254 per night and most rentals are two-bedroom units.³⁰ Assuming that a property owner is able to rent their Airbnb unit every week during May and September (20 weeks), at the average nightly rate of \$254 they would generate as much as \$34,493 in rental income.³¹ This compares very unfavorably to the median rent a year-round two-bedroom unit commands, which we estimate to be \$1,033 to \$1,300 per month or \$12,396 to \$15,600

³⁰ Based on the average nightly cost calculated by the vacation rental aggregating service AllTheRooms. Retrieved from: <https://www.alltherooms.com/p/airbnb/usa/massachusetts/provincetown>.

³¹ $[(\$254 \times 7 \text{ days}) \times 20 \text{ weeks}] - 3\% \text{ Airbnb service fee} = \$34,493 \text{ per season}$.

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per year.³² This translates to a potential gain of \$18,893 annually for keeping a unit as a short-term rental rather than having it available year-round to one tenant. Even if the unit is otherwise vacant or available for owner use 50 percent of the time during the peak season and vacant the balance of the year, the rental income from the short-term rental still may exceed the annual rental income of the typical rental unit.

3.4.2 Condominium Conversions

The second major theme that was repeatedly raised by our interview subjects was the steady erosion of the supply of rental properties as the result of condominium conversions. Table 10 summarizes condominium conversions by the unit's original tax classification from fiscal year 2007 to 2018. Over this period, just under half of condominiums (49.5%) have been converted from multi-unit housing.

Table 10
Residential Condominium Conversions by Original Property Type, FY 2007-2018

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Total	Share of Total
1-Family	0	0	0	0	0	5	2	0	0	2	5	3	17	2.6%
2-3 units	26	38	13	9	12	6	8	10	7	15	6	6	156	23.6%
4 or more units	6	20	17	0	9	6	6	14	7	12	55	19	171	25.9%
Motel/inn	58	7	0	0	0	0	0	0	0	0	0	6	71	10.8%
Multiple homes	13	13	6	2	2	5	10	2	5	7	9	2	76	11.5%
Mixed use	6	15	16	16	11	0	0	6	3	5	11	4	93	14.1%
Other ³³	0	0	0	0	0	0	0	65	0	0	10	1	76	11.5%
Annual Total	109	93	52	27	34	22	26	97	22	41	96	41	660	100.0%

Source: Provincetown Assessor's Office; Authors' calculations

The Massachusetts Condominium Act governs the process for converting residential units of any other type into condominiums by requiring the filing of a new master deed at the regional registry, and outlining the process for creating the condominium association's by-laws, which govern condominium operation and the responsibilities of owners.³⁴ In an effort to stem the displacement of tenants from rapid conversion of multiunit rental properties into condominiums, the Massachusetts state legislature enacted a law in 1983 that protected renters and outlined the process by which property owners must adhere to in order to convert their housing units into condominiums.³⁵ The law affords all rental

³² 2012-2016 ACS, Table B25031, Median Gross Rent by Bedrooms.

³³ Includes small retail, previously tax-exempt parcels, office buildings, and additional dwellings on multiple home parcels.

³⁴ Massachusetts General Laws, Part II, Title I, Chapter 183A. Retrieved from: <https://malegislature.gov/Laws/GeneralLaws/PartII/TitleI/Chapter183A>.

³⁵ Chapter 527 of the Acts of 1983, Section 3. Retrieved from: <https://archives.lib.state.ma.us/bitstream/handle/2452/39633/1983acts0527.txt?sequence=1&isAllowed=y>.

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tenants living in a building that a property owner intends³⁶ to convert to condominiums the following protections:

- A notice of an impending conversion one year in advance for all tenants, and two years in advance for low- to moderate-income, elderly, or handicapped tenants.
- A renewal of the lease term from the date the conversion notice was sent.
- Right of first refusal for the first 90 days on purchasing the converted unit, and assistance in finding a new apartment for all low- to moderate-income, elderly, or handicapped tenants.
- Protection from rent increases beyond the inflation rate before the conversion takes place.
- The right to moving expenses up to \$750 paid by the property owner for all households, and up to \$1,000 for all low- to moderate-income, elderly, or handicapped tenants.
- Right to occupy to the converted unit after sale until the expiration of your lease.

In addition to these requirements, municipalities are able to enact local ordinances to govern the condominium conversion process.³⁷ However, all provisions, local or state, only apply to tenants and property owners in buildings with four or more units, and as Table 10 above shows, more than a quarter of all recent conversions originated as properties with three units or less. Consequently, they are not subject to the provisions of the Massachusetts Condominium Conversion Act.

Provincetown has made two recent attempts to enact a local condominium conversion ordinance. Our review of the revisions to the relevant by-laws that were proposed, but not enacted, in 2015 and 2016 indicates that Provincetown likely modeled them after similar condominium conversion bylaws successfully adopted in Massachusetts so far. The amended bylaws would have required property owners to acquire a special permit from the Select Board, which would evaluate the eligibility of each conversion based on a variety of factors, many of which reflect concerns about preserving the supply of year-round, market-rate rental housing, and the ability of existing tenants to find comparable alternative housing units in town, especially elderly, disabled, and financially vulnerable rental households. While all stakeholders interviewed acknowledged the negative impacts of the unrestrained condominium conversions on the supply of year-round rental housing, the proposed bylaws were vigorously debated but not enacted.

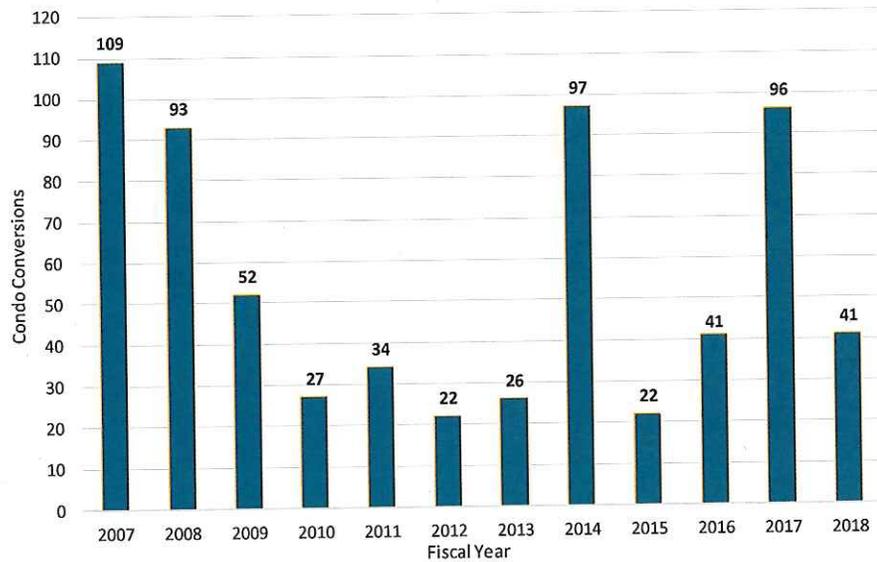
³⁶ Note that “intent to convert” as defined by the law means that all of the following apply whether or not the property owner has filed a new master deed. This interpretation is meant to protect tenants from unreasonable rent increases prior to the filing of a master deed, or other attempts by the property owner to force out rental tenants before the terms of the renewed lease expire.

³⁷ For more information on specific restrictions and local ordinances, refer to: M. McCreight. (2017). “Condominium Control.” *Legal Tactics: Tenants’ Rights in Massachusetts*. Eighth Edition. Mass Legal Help. Retrieved from: <https://www.masslegalhelp.org/housing/lt1-chapter-17-condos.pdf>.

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As can be seen in Figure 28 the number of conversions varies considerably from year to year. Local stakeholders we interviewed consistently attributed the spike in conversions in fiscal years 2014 and 2017 to the highly visible discussion associated with the proposals to restrict condominium conversions during the same period.

Figure 28
Condo Conversions, FY2007 – FY2018



Source: Provincetown Assessor's Office; Authors' calculations

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The median square footage for condominiums in Provincetown is 732 square feet, which is considerably less than that for single-family homes and all residential parcels in general (see Table 11). But, while these condominium units are typically small, their value per square foot is the highest of all residential property types in Provincetown, at \$555/sq. ft. For perspective, the median sales price per square foot is \$305 in Barnstable County, \$256 in Massachusetts, and \$707 in Boston.³⁸

Provincetown's condominiums have a higher value per square foot than their surrounding region and the state.

Table 11
Median Property Size and Value per Square Foot, FY2018

	Median Square Footage	Median Value per Square Foot
Provincetown Single family	1,610	\$501
Provincetown Condominium	732	\$555
Provincetown All Parcels	1,638	\$519

Source: Provincetown Assessor's Office; Authors' calculations

3.4.2.1 Impact of Condominium Conversions

When new construction of condominium or rental complexes occurs, developers are frequently called upon to demonstrate the impacts of their project on the community. These cases provide community leaders with the opportunity to pose questions to developers about how they can mitigate certain impacts. However, when condominiums are converted from existing housing stock, there is rarely an opportunity for local officials or the community at large to consider the potential impact on the local housing market.

The following analysis aims to quantify the impacts of condominium conversion on Provincetown through an economic input-output model. The analysis requires a number of assumptions. First, we assume that all condominiums in question have been converted legally, through the process described above. If converted from rental housing, we assume that any displaced renters have been provided with all of the protections and support required by the law. Additionally, we assume that the conversions do not add new bedrooms or any net new housing units, and therefore that the flow of wastewater from these units is unaffected by the conversion.

It is important to note that our impact analysis does not consider the displacement of residents through the conversion of their rental unit. Measuring the impacts of displacement, such as the burden of finding and securing new housing in town, would be an in-depth process, requiring knowledge of impending conversions in Provincetown and numerous interviews with both tenants and property owners, both of which are, unfortunately, beyond the scope of this study. However, our conversations with stakeholders and Town officials did reveal anecdotal stories about the displacement of residents and the impact on the community of converting year-round rentals to seasonal condominiums. Interviewees remarked that, in some cases, displaced tenants did not have the financial means to secure new housing in town and others simply could not find similar housing due to the shrinking supply and the tight rental market. From what we

³⁸ Data acquired from Zillow.com/data on May 7, 2018. Aggregated data on this page is made freely available by Zillow for non-commercial use.

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heard from interview subjects, if displaced tenants were unable to find new housing in Provincetown, they had to relocate much further down cape or move in with friends or family in town.

We use the income of a household able to affordably purchase a condominium at the median price as the basis for this analysis. We also assume that the household purchasing the converted condominium will spend a maximum of 30 percent of their income on housing costs, which include mortgage payments and condominium association fees. Based on these assumptions, a household that purchased a Provincetown condominium for the median price in 2016 (\$447,000) would have monthly housing costs of \$3,532. In order to be affordable, the household would need an annual income of at least \$141,280 (see Table 12).

Table 12
Provincetown Condominium Affordability, 2016

Median Annual Household Income	\$42,228
Median Condominium Sales Price	\$447,000
Monthly Housing Costs at Median ³⁹	\$3,532
Monthly Income Required if Housing Costs Are 30% of Household Income	\$11,677
Annual Household Income Required to Afford a Condominium at Median Value	\$141,280

Source: 2012-2016 ACS Table B19013; Provincetown Assessor's Office; Authors' calculations

³⁹ Assumes a 30-year fixed mortgage with a 5% down payment at 3.65% interest rate (2016) with a 7.7% tax rate (2016), \$800 annual insurance premium and \$889/month in association fees.

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Given the significant gap between local incomes and prevailing home prices, we assume the household that purchases a newly converted condominium unit will be a net new household to Barnstable County and that any household that is displaced by the condominium conversion will relocate within the county. This allows us to estimate the disposable household income associated with this new household. We used this estimate of net new disposable household income to the region, which allows us to estimate the regional economic impact of new residents. Table 13 below describes how we arrived at our estimate that these new households have \$119,170 in annual disposable household income (IMPLAN removes federal and state taxes in its spending calculation).

Table 13
Estimating Disposable Income

Base Household Income	\$141,280
2016 Federal Insurance Contributions	7.65%
Annual Personal Savings Contribution	8.00%
Total Estimated Contributions	15.65%
Percent Disposable	84.35%
Total Disposable Household Income	\$119,170

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To estimate the local spending associated with new condominium households, we use IMPLAN, a standard input-output model that tracks how spending associated with an industry flows through an economy.⁴⁰ Using an input-output approach (IMPLAN), we estimate that the local spending associated with 100 of these households supports 55 jobs throughout Barnstable County, or 0.75 jobs per net new household.⁴¹

Table 14
Top Ten Supported Induced Jobs by Sector,
per 100 Net New Condominium Households

	Per 100 Net New Condominium Households	Average Annual Earnings per Employee
Total Induced Jobs	75 jobs	\$42,513
Real Estate	5 jobs	\$13,160
Full-Service Restaurants	4 jobs	\$31,105
Hospitals	4 jobs	\$96,915
Limited-Service Restaurants	3 jobs	\$27,308
Offices of Physicians	3 jobs	\$87,960
Retail – Food & Beverage Stores	3 jobs	\$34,523
Other Financial Investment Activities	2 jobs	\$5,798
All Other Food & Drinking Places	2 jobs	\$29,132
Home Health Care Services	2 jobs	\$54,101
Individual & Family Services	2 Jobs	\$27,717
All Other Sectors	45 jobs	

Source: IMPLAN; Authors' calculations

As can be seen in Table 14, the addition of 100 new condominium households with an estimated total disposable income of \$11.9 million supports an estimated 75 jobs. The estimated average annual earnings for one induced job are \$42,513.

Some occupations, like those at Hospitals sector, are indicative of the countywide impacts of the IMPLAN model, as these jobs cannot be located in Provincetown since there is no hospital. For illustrative purposes, we will consider the circumstances facing an employee

⁴⁰ IMPLAN is commonly used in the Residential Nexus Analysis required by California to assess the impact of new housing. A review literature on the Nexus analysis revealed that IMPLAN staff recommends using the Household Income Change Activity modeling approach to estimate the spending impacts associated with addition of new households to a community. This approach produces a conservative estimate of the jobs supported by changes in the local household income. For more information and a discussion of the Nexus approach, see: <https://fremont.gov/DocumentCenter/View/25688/BIA-Evaluation-of-Residential-Nexus-Analysis>.

⁴¹ Induced jobs are those that are generated through household spending on goods and services. Note that the jobs represented in these estimates refer to the total number of individual jobs and not necessarily the number of full-time jobs or new jobs, merely jobs supported by the increase in local spending associated with a change in total local household income.

We estimate that the local spending associated with 100 of these households supports 55 jobs throughout Barnstable County, or 0.75 jobs per net new household.

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in the Full-Service Restaurant sector. Let us assume this employee is a line cook earning the sector average of \$31,105 annually (approximately \$15/hour). Table 15 below demonstrates the affordability gap for renting an apartment in Provincetown and throughout Barnstable County while cooking at a restaurant on Cape Cod. In Provincetown, our cook would need an additional \$11,455 a year to affordably rent an apartment at the median price. Otherwise, the cook would be spending 41 percent of their income on housing costs, which is above the established 30 percent minimum threshold for being financially burdened by housing costs. If the cook were unable to find suitable housing in Provincetown, they would most likely pay a higher rent elsewhere on the Cape, with a gap of \$14,375 between the cook’s earnings and the income required to affordably rent at the countywide median price.

Table 15
Income Gap for Renters in Full-service Restaurant Occupations Induced by
New Condominium Households in Provincetown

	Provincetown	Barnstable County
Median Rent	\$1,064	\$1,137
Annual Income Required to Affordably Rent an Apartment at Median Rent	\$42,560	\$45,480
Average Wage for Occupations Induced by New Condominium Households ⁴²	\$31,105	\$31,105
Income Gap	- \$11,455	- \$14,375

Source: IMPLAN; 2012-2016 ACS Table B25064; Authors’ calculations

As our analysis demonstrates, there are both positives and negatives to condominium conversion. For instance, the addition of a new household with considerable disposable income infuses the local economy with more spending. However, to provide services to these new households, businesses need employees, who in turn need a place to live. These employees enter a community with a tight housing market, where available rentals are often only found through word of mouth, and where rental units are steadily being removed from the supply via conversion.

Like most of Cape Cod, a significant share of Provincetown’s residential property owners do not make the town their full-time residence.

⁴² The average wage is inflated by healthcare workers included in model output. Considering that very few healthcare jobs are based in Provincetown, the average wage for workers that local employment patterns suggest are more likely to be in Provincetown (e.g., full service restaurants and retail) is \$29,660, which raises the rental-income gap to \$12,900 for rental units available at the median rent.

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3.4.3 Non-Resident Property Owners

Like most of Cape Cod, a significant share of Provincetown's residential property owners do not make the town their full-time residence. These non-resident property owners are, according to interviewees, predominantly made up of people who visited the town as tourists for years before purchasing a second home there, when in the wake of the Great Recession more properties became available. Additionally, upticks in condominium conversions have increased the number of available condominiums.

Some interview subjects observed that, in recent years, there has been an increasing tension between year-round residents and seasonal property owners, as market conditions have reduced the supply of available year-round rental housing. Non-resident owners we interviewed feel maligned by what they perceive are accusations that their ownership has contributed to a change in Provincetown's character, and disenfranchised (as non-voting, but tax-paying, members of the community).⁴³

Lifelong and recently returned residents, for their part, remarked that the vibrancy of the community during the off-season, and even at some points during the summer has been affected by the increase in housing reserved for seasonal or part-time use. During interviews, they noted seeing apartments or homes on their street that used to house year-round residents remaining vacant and dark for months at a time, and the increased difficulty facing both employees in finding housing and the ability of business owners to provide it, which in turn they saw as increasing the stress on local businesses during the busiest times of the year.

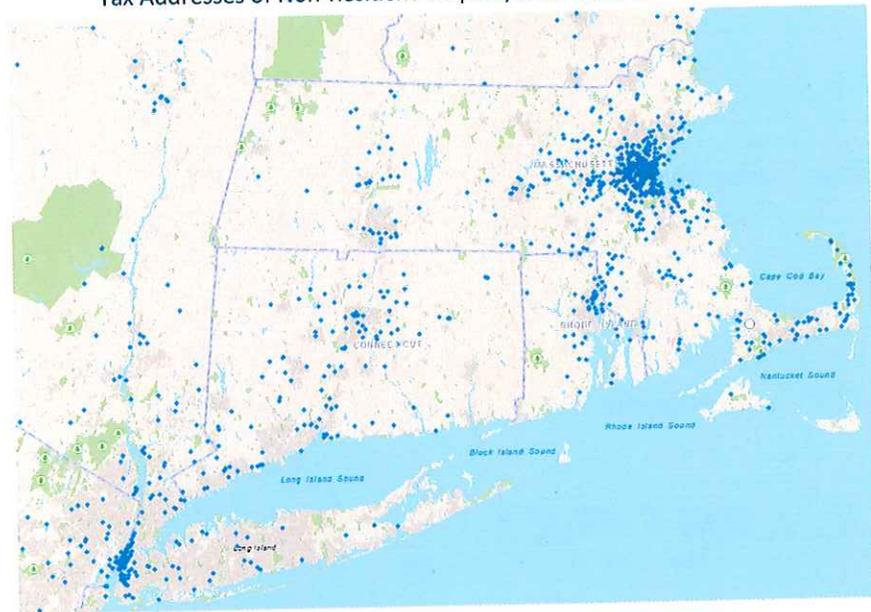
An analysis of the assessment records for Provincetown's residential parcels revealed that the majority (61.5%) of these properties are owned by people or entities with mailing addresses outside of town.

⁴³ Also see "Part-time residents seek a full say in Provincetown." *The Cape Cod Times*. Sep. 3, 2018. Retrieved from: <http://www.capecodtimes.com/news/20180902/part-time-residents-seek-full-say-in-provincetown>.

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Figure 29 displays the mailing addresses non-resident property owners have provided for their tax bill. An analysis of the assessment records for Provincetown's residential parcels revealed that the majority (59.2%) of these properties are owned by people or entities with mailing addresses outside of town. Of these non-resident addresses, slightly over half (50.1%) are located in Massachusetts. Slightly more than one-third of properties have tax bill addresses that are located outside of New England.

Figure 29
Tax Addresses of Non-Resident Property Owners in the Northeast



Source: Provincetown Assessors' Office; Public Policy Center

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Year-round residents are able to apply for a residential exemption on their property tax bill if they own and occupy a property in Provincetown as their permanent, legal residence.

Non-residents own a large majority of residential properties in Provincetown. The same is true for the two most common types of residential properties, condominiums, of which 71.2 percent and 50.9 percent are owned by non-residents, respectively (see Table 16).

Table 16
Unit Type and Value by Owner Residency

	Resident-Owned	Non-Resident-Owned
Median Value	\$593,200	\$502,350
Median Sq. Ft	1,342	882
Median Value per Sq. Ft	\$442.59	\$578.09
All Parcels	40.8%	59.2%
Condominiums	28.8%	71.2%
Single-Family Homes	49.1%	50.9%
2 to 3 Units	60.4%	39.6%
4 Units or More	55.7%	44.3%

Source: Provincetown Assessor's Office; Authors' calculations

Year-round residents are able to apply for a residential exemption on their property tax bill if they own and occupy a property in Provincetown as their permanent, legal residence. Table 17 below shows the number of residential exemptions by parcel type and the share of each parcel type that has been granted an exemption. Condominiums, the most common residential property in town, account for the highest number of exemptions, with 13.5 percent (n=321) of all condominium parcels, qualified as of the end of fiscal year 2018. Overall, over 80 percent of the residential parcels in Provincetown do not currently qualify or have not applied for the exemption.

Table 17
Residential Exemptions by Parcel Class, End of FY18⁴⁴

State Class	Total Parcels	Exempt Parcels	Percent Exempt
Condominiums	2377	321	13.5%
Single-Family	852	253	29.7%
2 to 3 Units	252	88	34.9%
Multi-use	185	39	21.1%
Multiple homes	100	25	25.0%
4 Units or More	45	8	17.8%
Total	3811	734	19.3%

Source: Provincetown Assessor's Office; Authors' calculations

Once qualified, the taxable value of each parcel is reduced by the exemption amount of \$115,639, which is the current exemption rate (20% in FY18) multiplied by the average value of residential parcels (\$578,197 in FY18). Parcels owned by non-resident property

⁴⁴ Note that these represent parcels and not units. In the case of multi-unit parcels, the owner's unit may be the only one that is approved for the exemption, and in these cases, the total exemption is reduced to reflect that.

Understanding the Housing Needs and Challenges Facing Provincetown, Massachusetts

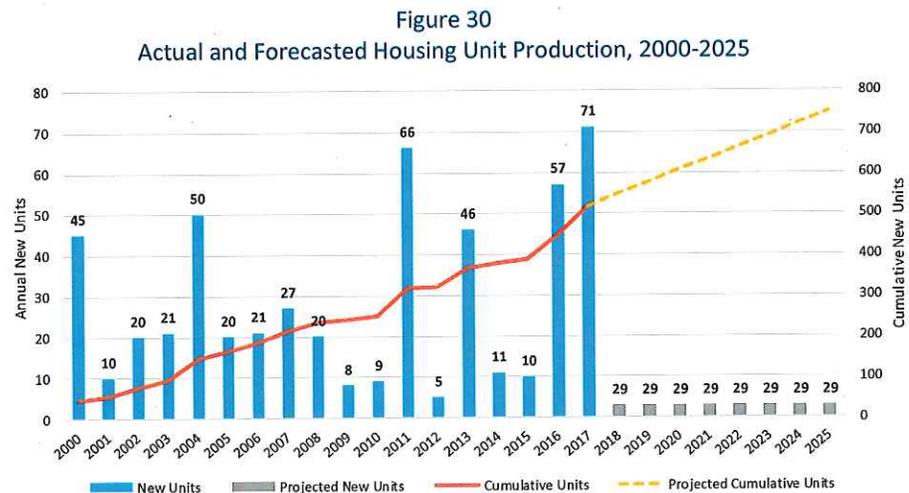
owners are not eligible for the residential exemption. However, non-resident owners are not adversely affected; they simply do not receive the benefits of the exemption. Both parcels owned by residents and non-residents are charged the same tax rate (\$7.45/\$1,000 of taxable value), it is only the taxable value of the property that is reduced as a result of the residential exemption.

3.5 HOUSING SUPPLY FORECAST

As discussed above, the 2000-2017 period saw an average of 14 building permits issued and an average of 29 units added annually. These averages and the annual totals account for the demolition existing buildings and units, and represent our estimate of the net new units added to the local housing stock during this period. Demolition appears to exist on a small scale annually, with an average of three demolitions (and replacements) per year from 2000 to 2017. A review of the permits reveals that these demolitions resulted in the replacement of the residential units in nearly every case.

Figure 30 below displays the forecast for housing unit production in Provincetown if the current trend of 29 units per year continues. If the current pace of net new unit production continues, Provincetown can expect to create 232 new units between 2018 and 2025.

If the current pace of net new unit production continues, Provincetown can expect to create 232 new units between 2018 and 2025.



Source: Provincetown Building Department; authors' calculations

Importantly, these are **potential** new units and accordingly they have a variety of potential uses. Some units could be affordable ones added via subsidized development or through the inclusionary zoning bylaw. A share of these units could be year-round market rate homes, or seasonal workforce housing.

However, the most likely outcome, based on the trends observed in our analysis and the qualitative interviews we have conducted, is that the majority of new housing constructed in Provincetown will be to meet the strong market demand for condominiums. Although they may not be purchase solely for seasonal use, the price point and typical size of condominiums limits the pool of potential owners to current homeowners able to

Understanding the Housing Needs and Challenges Facing Provincetown, Massachusetts

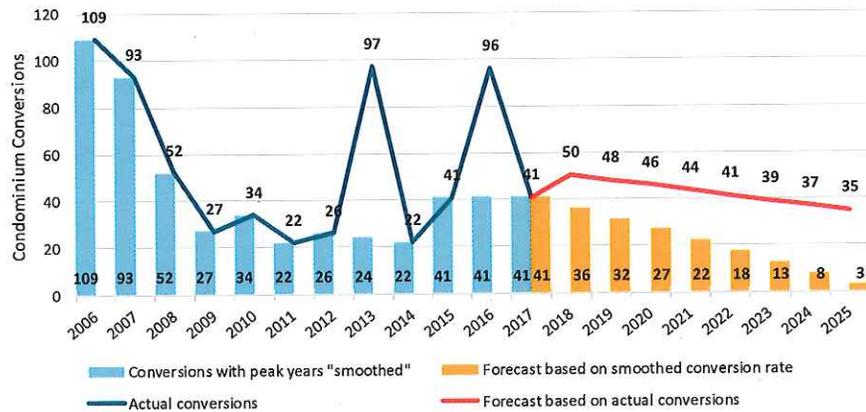
transfer equity, part-time residents purchasing a second home, and investors seeking to repurpose the unit as a vacation rental.

Figure 31 below displays the forecasted number of condominium conversions from 2018 to 2025 based on two scenarios; the actual annual conversion rate and the adjusted or “smoothed” annual conversion rate. The actual conversion forecast is based on the moving average of condominium conversions that occurred from 2006 to 2017, and it results in an estimated 305 residential units being converted to condominiums from 2019 to 2025.

The “smoothed” forecast is also based on the actual rates, only in this scenario the large increases in 2013 and 2016 have been replaced with estimates. Under the “smoothed” scenario, an estimated 159 units will be converted by 2025.

The actual conversion forecast results in an estimated 305 residential units being converted to condominiums from 2019 to 2025. Under the “smoothed” scenario, an estimated 159 units will be converted by 2025.

Figure 31
Forecasted Condominium Conversions, 2019 – 2025



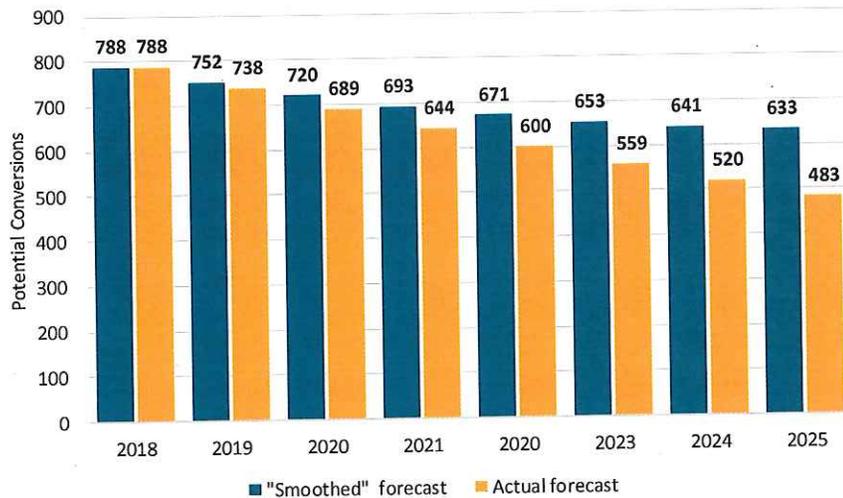
Source: Provincetown Assessor’s Office; Authors’ calculations

Understanding the Housing Needs and Challenges Facing Provincetown, Massachusetts

The potential universe of multiunit parcels that have not yet been converted consists of 324 properties, with 788 units among them.

Both the “smoothed” and actual scenarios show a decline in the annual number of condominium conversions. While this is due to an overall decline in the existing data, from 109 conversions in 2006 to 41 in 2017, the trend is substantiated by the limited stock of potential conversions. The potential universe of multiunit parcels that have not yet been converted consists of 324 properties, with 788 units among them. Figure 32 below demonstrates the anticipated impact of conversions in both the actual and “smoothed” forecast scenarios on the stock of units in multifamily properties eligible for conversion. Note that under either scenario it is anticipated that property owners will not add units or bedrooms to their properties.

Figure 32
Universe of Potential Condominium Conversions



Source: Provincetown Assessor’s Office; Authors’ calculations

Because over 70 percent of the condominiums in Provincetown are owned by people with out-of-town tax addresses, it is likely that these converted units will be purchased by a part-time resident or an investor.

On average, more units are converted to condominiums than are constructed annually in Provincetown. Because over 70 percent of the condominiums in Provincetown are owned by people with out-of-town tax addresses, it is likely that these converted units will be purchased by a part-time resident or an investor. Therefore, the pace of construction of year-round units would have to be 70 percent of the conversion rate of condominiums in order to maintain the current stock of available year-round housing units.

*Understanding the Housing Needs and Challenges
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3.5.1 Reconciling the Supply and Demand forecasts

As noted previously, the Census estimates that 54.8 percent of all Provincetown house units are seasonally vacant, and the Provincetown Assessor’s records indicate that as of the writing of this report, there are 4,322 housing units in Provincetown, both year-round and seasonal. Assuming that 232 new units are added by 2025, this would bring the total of housing units to 4,554. Our demand forecast projected 1,371 year-round households would reside in Provincetown by 2025

Allocating the forecasted number of households in 2025 to the forecasted number of units results in nearly two-thirds (64.9%) of the housing stock going unused by year-round households (see Table 18). This implies that nearly 3,000 housing units in Provincetown will be reserved for seasonal use by 2025.

Table 18
Allocation of Forecasted Households to Forecasted Units and Change from 2016

Usage Type	2016		2025		Change 2016 to 2025
	Units by Current Demand	Share of Units	Units by Projected Demand	Share of Units	
Year-Round Total	1,729	40.0%	1,371	30.1%	-358
YR Owner	1,154	26.7%	906	19.9%	-248
YR Renter	575	13.3%	465	10.2%	-110
Seasonal	2,370	54.8%	2,955	64.9%	585
Vacant	223	5.2%	228	5.0%	5
Total	4,322	100.0%	4,554	100.0%	N/A

Source: 2012-2016 ACS 5-Year Estimate, Tables DP04, B25001, B25004, S0101 & S1101;
UMass Donahue Institute Population Projections; authors’ calculations

4 CONCLUSIONS AND IMPLICATIONS

Over the last two decades, Provincetown has developed a number of programs and initiatives to address the housing crisis. Town programs as well as partnerships with affordable housing developers have created new housing opportunities for low-income families, created incentives for property owners to maintain year-round rental housing, and secured units for workforce housing in perpetuity. Housing analyses for resort communities elsewhere in the Commonwealth and the country point to Provincetown's programs as a model for how to address similar issues. However, Provincetown's location and history make the town and its problems unique and importing outside solutions also means adapting them to the distinctive housing, natural, and cultural environments.

Unfortunately, and despite the Town's significant efforts, the financial incentives and housing market preferences continue to make it attractive for property owners to utilize housing units for short-term, seasonal rentals and to convert existing year-round housing to condominiums, which have a high likelihood of being purchased by an out-of-town owner for use as a part-time residence or an investment property. While progress has been made towards achieving many of the housing goals Provincetown set for itself, the erosion of year-round housing and units affordable to the seasonal workforce continues unabated and at a pace that the Town cannot match on its own.

This analysis was conducted to provide decision makers and stakeholders with objective information to empower Provincetown to address its housing issues. Our interviews uncovered a number of commonly held solutions among stakeholders. Some ideas were novel suggestions that have been applied elsewhere, such as the use of houseboats or a requisitioned cruise ship for seasonal workforce housing, or creating a program for matching tenants with empty nesters and seniors with spare rooms.

Additionally, we heard recognition that Provincetown does not face these problems in isolation. As is evident by the comparative data presented here, the housing crisis is a statewide issue that acutely affects Cape Cod. To some degree, all the communities on the Outer Cape suffer from similar issues: a housing affordability crisis at most income levels; an aging population and little housing available to support the in-migration of younger households; an allocation of the majority of the units for seasonal use; and an unregulated short-term rental market. To this end, the Cape Cod Commission has been acting as a convener and facilitator of discussions on how to approach the problem as a region as opposed to piecemeal strategies that only address the issue on the margins.

Finally, we heard commitment to the use of Town resources to secure affordable and year-round housing. There were varying suggestions on how to best utilize the vacant space, such as the VFW site: tiny homes, seasonal dormitory housing, community housing for families, accessible senior housing, or some combination of these approaches. The Town is already exploring options for moving forward with development on some properties, and the successful purchase of the Harbor Hill property speaks positively to Provincetown's willingness to commit significant resources to solving this problem. As with all decisions, education on the variety of options available is needed before residents can rationally debate the best use of these limited resources.

*Understanding the Housing Needs and Challenges
Facing Provincetown, Massachusetts*

APPENDIX A – INTERVIEWEES

The Public Policy Center would like to thank the following Town officials and community members for their time, insight, and guidance.

Michelle Jarusiewicz	Provincetown Community Housing Specialist
David Panagore	Provincetown Town Manager
David Gardner	Provincetown Director of Community Development
Jeffery Ribeiro	Provincetown Planner
Anne Howard	Provincetown Building Commissioner
Morgan Clark	Provincetown Director of Health & Environment
Forest Malatesta	Provincetown Community Resource Navigator
Kristin Hatch	Provincetown Housing Authority Executive Director
Edward Malone	President, Community Housing Resource Inc.
Robert Anderson	Provincetown Year Round Market Rate Rental Trust, Trustee
Nathan Butera	Provincetown Year Round Market Rate Rental Trust, Trustee
Lise King	Provincetown Select Board
Betty Williams	Community Housing Council
Louise Venden	Provincetown Select Board, Chair
Dr. Beth Singer	Provincetown Public Schools Superintendent
Patricia Miller	Provincetown Part-Time Resident Taxpayers Association, Vice President
Candance Collin-Boden	Provincetown Chamber of Commerce Executive Director
Wendy Northcross	Cape Cod Chamber of Commerce Executive Director

December 2018

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1
2	3 Special SB Mtg	4 Draft CIP submitted to SB via email	5 Town Manager & Fin Dir review budgets with Depts	6	7	8
9	10 SB Meeting - Review Draft CIP Dept Budget Reviews	11	12	13	14	15
16	17 Town Manager & Fin Dir finish reviews with Depts	18 Town Manager working on Budget Message	19	20	21	22
23	24 DAY BEFORE CHRISTMAS- TOWN HALL CLOSERS AT 12PM	25 CHRISTMAS- TOWN HALL CLOSED	26	27	28	29
30	31 DAY BEFORE NEW YEARS DAY- TOWN HALL CLOSERS AT 12PM					

January 2019

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1 NEW YEARS DAY- TOWN HALL CLOSED	2 Town Manager finalizing budget and budget message	3	4	5
6	7	8 Town Manager submits budget	9	10	11	12
13	14 SB Meeting	15 SB Special Meeting- Budget and CIP Review	16 SB Special Meeting- Budget and CIP Review	17	18 MMA Meeting	19 MMA Meeting
20	21 MLK DAY- TOWN HALL CLOSED	22 SB Joint Meeting with School Comm & FinCom/Reserved for Call-backs	23 SB Special Meeting- Budget and CIP Review	24	25	26
27	28 SB Meeting- Vote recommendations on Budget & CIP	29	30	31 Warrant Opens SB submits Budget & CIP to FinCom Growth Mgmt Due		

February 2019

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
3 This month- FinCom reviews CIP & operating budget	4	5	6	7	8	9 Town Forum
10	11 SB Meeting	12	13	14	15	16
17	18 PRESIDENTS DAY- TOWN HALL CLOSED	19	20	21	22	23
24	25 SB Meeting Insert articles Joint Meeting with FinCom	26	27	28 Submit CIP for publication		

March 2019

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1	2 Warrant Closes
3	4 SB Special Meeting Approve warrant for publication/Post online	5	6	7 Submit Warrant to the Banner/CIP published	8	9
10	11 SB Meeting	12	13	14 Warrant Published in the Banner	15	16
17	18 SB Special Meeting- Vote on articles	19	20 FinCom Public Hearing	21	22	23
24	25 SB Meeting ATM Finance Report Due	26	27	28	29	30
31						

April 2019

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1 Annual Town Meeting	2 Annual Town Meeting?	3 Annual Town Meeting?	4 Annual Town Meeting?	5	6
7	8 SB Meeting	9	10	11	12	13
14	15 PATRIOTS DAY- TOWN HALL CLOSED	16	17	18	19	20
21	22 SB Meeting	23	24	25	26	27
28	29	30				



Provincetown Select Board
AGENDA ACTION REQUEST
Monday, December 10, 2018

6E

CONTRACT REPORT

Updates

Requested by: Town Manager David B. Panagore

Action Sought: Discussion

Proposed Motion(s)

Discussion dependent – votes may be taken.

Additional Information

- There are currently no contracts awaiting approval

Board Action

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>



Provincetown Select Board
AGENDA ACTION REQUEST

Monday, December 10, 2018

6F

TWO MEMBER WORKING GROUP

For the purpose of the inter-municipal agreement with Truro

Requested by: Town Manager David B. Panagore

Action sought: Approve

Proposed Motion(s)

Discussion Dependant/Votes May occur.

Additional Information

- Follow up from the Joint Meeting on November 27 at 2 pm. The Town Manager is seeking two members of the Select Board to work on an advisory committee for the purpose of discussing the shared services program.

Board Action

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>



Provincetown Select Board
AGENDA ACTION REQUEST

7A

Monday, December 10, 2018

AGE FRIENDLY INITIATIVES PRESENTATION

Provincetown COA

Requested by: COA Director Chris Hottle

Action Sought: Discussion

Proposed Motion(s)

Discussion dependent. Votes may be taken.

Additional Information

- Please see attached documents

Board Action

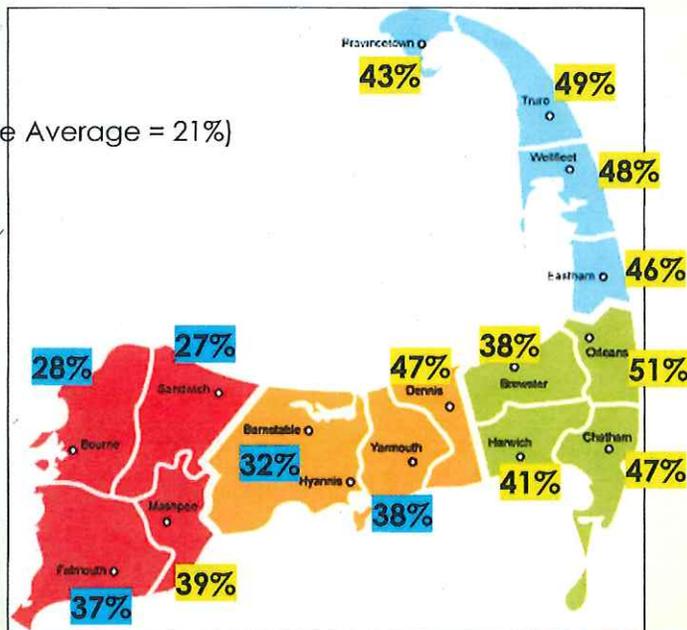
<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>

HEALTHY AGING-CAPE COD

AGE-FRIENDLY CAPE COD INITIATIVE

Barnstable County: Percentage age 60+, **Now** (2016)

(MA State Average = 21%)



Population and Households by Age Cohort Based on 2010 Headship Rate, 2010-2025

Age Cohort	2010			2016		2025	
	Total Population	Households	Headship Rate	Total Population	Households	Total Population	Households
14 Years or younger	161	0	0.0%	178	0	187	0
15-24 years	127	13	10.2%	80	8	89	9
25-29 years	110	45	41.1%	41	17	46	19
30-34 years	128	67	52.6%	127	66	44	23
35-39 years	162	92	57.1%	255	144	50	29
40-44 years	231	140	60.7%	118	71	18	11
45-49 years	353	239	67.6%	154	103	77	52
50-54 years	396	254	64.1%	471	299	158	101
55-59 years	336	229	68.3%	258	174	231	158
60-64 years	339	239	70.5%	403	281	302	213
65-69 years	197	132	67.0%	258	171	281	188
70-74 years	124	88	70.8%	287	201	264	187
75-79 years	114	88	77.1%	151	115	243	187
80-84 years	71	59	82.8%	80	66	118	98
85 years or older	93	79	85.3%	101	85	114	97
Total	2942	1765	-	2962	1802	2222	1,372

Source: 2010 Decennial Census microdata; 2012-2016 ACS 5-Year Estimate, Tables S0101 & S1101; UMass Donahue Institute Population Projections; authors' calculations

HEALTHY AGING-CAPE COD

• January 2017:

HA-CC Steering Committee convenes under Barnstable County Department of Human Services to design regional approach to comprehensive plan for services for older adults

• 2017 - 2018:

HA-CC establishes working groups on Health & Human Services, Housing, Transportation, Workforce Development; shifts focus to Age-Friendly Community initiative



AGE-FRIENDLY COMMUNITY INITIATIVE

• March 2018:

HA-CC votes to seek designation as Age-Friendly Region from AARP; applies for Tufts HP Foundation with letters of intent to participate from all 15 towns

• May 2018:

Receives grant for two year assessment and action planning process (July 2018 - June 2020)

• November 2018 - May 2019:

Assessment Phase: establish team; review Age and Dementia Friendly Checklist; distribute community survey

The AARP Network of Age-Friendly Communities
live and work within the
8 Domains of Livability
to help communities become great for people of all ages

- . **Outdoor Spaces & Buildings**
- . **Transportation**
- . **Housing**
- . **Social Participation**
- . **Respect and Social Inclusion**
- . **Civic Participation & Employment**
- . **Communication & Information**
- . **Community & Health Services**



**Provincetown Select Board
AGENDA ACTION REQUEST
Monday, December 10, 2018**

7B

LICENSE AGREEMENT / Eversource Community Battery

License Agreement for due diligence and permitting of Eversource's proposed community battery project at the Transfer Station

Requested by: Timothy Famulare, Environmental Planner

Action sought: Approval

Proposed Motion(s)

MOVE that the Select Board vote to authorize the Town Manager to finalize and execute a license agreement between the Town and NSTAR Electric Company d/b/a Eversource Energy allowing Eversource to conduct due diligence and submit permit applications for the potential construction of a community battery at the Provincetown Transfer Station

Additional Information

The license agreement would allow Eversource access to the transfer station to conduct site investigations and other due diligence at the potential location of the community battery at the transfer station. All such access would be coordinated with and through Town Staff. If the project does not go forward, Eversource would be required to restore the site due to any impact it has caused to the site in its investigations. The agreement also allows Eversource, after consultation with, and the concurrence of, the Town Manager, to submit permit applications for the installation of the battery. The agreement contemplates that the Town and Eversource will negotiate the terms of a lease of the site and a utility and access easement, which would not become effective until Town Meeting approves them.

Board Action

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>

TEMPORARY LICENSE AGREEMENT

This Temporary License Agreement (this "License") is executed this ____ day of December, 2018 by and between the **Town of Provincetown**, a Massachusetts municipal corporation, having an address of having an address of Provincetown Town Hall, 260 Commercial Street, Provincetown, Massachusetts 02657 (the "Town" or "Licensor"), and **NSTAR Electric Company d/b/a Eversource Energy**, a Massachusetts corporation with a usual place of business at 800 Boylston Street, Boston, Massachusetts 02199 (the "Licensee").

Recitals

WHEREAS, the Licensor is the owner of record of property located at 90 Race Point Road in the Town, which property is shown on Assessors Map 9-2 as Parcel 24 and which was conveyed to Licensor from the United States of America by Release Deed recorded August 2, 1999 with the Barnstable County Registry of Deeds at Book 12449, Page 25 (the "Licensor's Property");

WHEREAS, the Parties commit to negotiating in good faith the terms of a lease agreement pursuant to which the Licensee will construct, own and operate a battery storage facility (the "Project") on Licensor's Property (the "Lease Agreement");

WHEREAS, in anticipation of the Lease Agreement, the Licensee has requested that the Licensor permit access to a portion of the Licensor's Property to conduct activities in order to obtain Project permits and approvals, and to assist Licensee assess the suitability of said portion of Licensor's Property for the Project; and

WHEREAS, the Licensor is amenable to granting the Licensee said entry and use, subject to the terms set forth herein.

NOW, THEREFORE, for good and valuable consideration, the parties agree as follows:

1. LICENSED PREMISES, PERMITTED USES, TERM

Subject to the provisions of this License, the Licensor hereby grants Licensee and its agents, representatives, employees, contractors, and other authorized parties (with Licensee, the "Licensee Parties") non-exclusive use of those portions of the Licensor's Property located at as further described in Exhibit A hereto (the "Licensed Premises") for only the purpose of (i) obtaining permits and any other governmental approvals applicable to the Project, and (ii) conducting such due diligence relative to the Project as the Licensee determines is reasonable to ascertain the suitability and condition of the Licensed Premises, including, without limitation, surveys, inspections, tests, and environmental site assessments, including, without limitation, borings and subsurface investigations (collectively, the "Permitted Use"). This License shall not be construed as creating or vesting in Licensee any estate in the Licensed Premises, including, but not limited to, an easement, lease, tenancy at will or other property right, but only the limited right of use as hereinabove stated.

The rights granted hereunder may be exercised from the date of execution until the Lease Effective Date (as defined herein), or until the Licensor has terminated this License in accordance with the terms hereof (the "Term").

2. CONSIDERATION

The consideration for this License shall be a fee of \$1.00, the receipt of which is hereby acknowledged, the payment by the Licensee of all costs and expenses associated with the exercise of the rights granted hereunder, together with the observation and performance by the Licensee of all the obligations and covenants set forth within this License to the reasonable satisfaction of the Licensor.

3. CONDUCT

(a) During the exercise of the rights hereby granted, the Licensee shall at all times conduct itself so as not to unreasonably interfere with the operations of the Licensor or with the operations of any other Licensor's Property easement holder, and shall observe and obey any and all applicable laws, statutes, ordinances, regulations and permitting or licensing requirements. The Licensee shall notify the Town Director of Public Works, or their designee, prior to access or entry by any Licensee Parties of the Licensed Premises.

(b) The Licensee shall be solely responsible for any and all costs and expenses associated with the exercise of its rights under this License. If required under state law, the Licensee shall pay prevailing wages to its employees for the work performed on the Licensor's Property.

(c) The Licensee shall be responsible for correcting any damage caused to the Licensor's Property, including the Licensed Premises, arising from the use of the Licensed Premises by the Licensee or any of the other Licensee Parties and/or the negligence of any of the Licensee Parties.

(d) The Licensee shall not make any major or structural alterations to the Licensed Premises without the prior written consent of the Licensor, such consent to be granted in the Licensor's sole discretion.

(e) Licensee may obtain any and all applicable permits, licenses, and approvals associated with the Project ("Project Approvals"). Licensee shall provide copies of completed applications for Project Approvals to Licensor no less than 7 business days prior to the filing thereof, in order to provide Licensor a reasonable opportunity to review. Licensee agrees that Licensor's reasonable comments shall be incorporated in any such application for Project Approvals.

(f) The Licensee shall not permit any mechanics' liens, or similar liens, to remain upon the Licensed Premises for labor and material furnished to the Licensee or claimed to have been furnished to the Licensee in connection with work of any character performed or claimed to have been performed at the direction of the Licensee and the Licensee shall cause any such lien to be released of record forthwith without cost to the Licensee.

(g) The Licensor shall not, under any circumstances, be liable for the payment of any expenses incurred or for the value of any work done or material furnished to the Licensed Premises or any part thereof, but all such improvements and alterations shall be done and materials and labor furnished at Licensee's expense, and the laborers and material men furnishing labor and materials for the work shall release the Licensee from any liability.

(h) The Licensee expressly agrees that it shall promptly restore the Licensed Premises after any disturbance and repair any damage caused to the Licensed Premises, and/or any improvements thereon, caused by or arising directly or indirectly due to the acts or omissions of Licensee or any of the other Licensee Parties, at its sole cost and expense.

(i) The provisions of this Section 3 shall survive the expiration or termination of this License.

4. INSURANCE

The Licensee shall maintain during the period of this License general liability insurance, including coverage for bodily injury, wrongful death and property damage, in the minimum amount set forth herein to support the obligations of Licensee under the terms and conditions of this License to indemnify, defend and hold harmless the Licensor: General Liability: \$1,000,000.00 per occurrence, \$2,000,000.00 aggregate; Bodily Injury Liability: \$1,000,000.00 per occurrence, \$2,000,000.00 aggregate. Licensee shall choose an insurer licensed in Massachusetts having an B+ or better financial rating from a recognized insurance accreditation institution (such as A.M. Best Company). The Licensor shall be named as an additional insured on all such policies, and Licensee shall provide for a thirty (30) day written notification to the Licensor in the event of cancellation or modification of the policy or policies. Licensee shall provide the Licensor with certificates of insurance prior to entering the Licensed Premises and at such other times as the Licensor may reasonably request.

To the extent required by law, the Licensee or the Licensee Parties shall maintain worker's compensation insurance, from the commencement of the work until the completion thereof. The Licensee agrees that any Licensee Parties performing work on behalf of the Licensee at the Licensed Premises shall carry workers' compensation insurance, liability insurance, and automobile liability insurance in amounts reasonably acceptable to the Licensor and shall name the Licensor as an additional insured party. Prior to the commencement of any work, the Licensee shall provide the Licensor with a copy of the contractor's insurance certificate indicating liability insurance coverage as herein specified, and copies of any approvals, including any building permits, necessary or obtained to conduct said construction.

5. INDEMNIFICATION

The Licensee shall indemnify, defend and hold harmless the Licensor from any and all liability, loss, damage, costs, expenses (including, without limitation, reasonable attorneys' fees and expenses), causes of action, suits, claims, demands or judgments of any nature whatsoever, in law and equity, which are or may be brought against the Licensor or its agents, employees, successors and assigns under any existing or future arising statutory or common law (including

but not limited to Comprehensive Environmental, Response, Compensation and Liability Act, 42 U.S.C. 9601 et seq., the Resource Conservation and Recovery Act, as amended, 42 U.S.C. 6901 et seq., the Massachusetts Oil and Hazardous Material Release Prevention and Response Act, G.L. c. 21E, and all applicable rules and regulations promulgated thereunder) arising out of or relating to: (1) the discharge, release or threatened release at or from the Licensed Premises of oil or hazardous material as defined under federal, state or local law which is caused by the Licensee or any of the other Licensee Parties (2) any failure on the part of Licensee to comply with any provision or term required to be performed or complied with by the Licensee under this License, and (3) for the death, injury or property damage suffered by any person relating in any way to the Licensee's exercise of its rights under this License. The obligations of this Section 5 shall survive the expiration or termination of this License.

6. RISK OF LOSS

The Licensee acknowledges and agrees that it accepts the Licensor's Property, including Licensed Premises, in "AS IS" condition for the purpose of this License, and that the Licensor has made no representation or warranty regarding the fitness of the Licensor's Property, including the Licensed Premises. The Licensee agrees that it shall use and occupy the Licensed Premises at its own risk, and the Licensor shall not be liable to Licensee for any injury or death to persons entering the Licensed Premises pursuant to the License, or loss or damage to vehicles, equipment or other personal property of any nature whatsoever of the Licensee, or of anyone claiming by or through the Licensee, that are brought upon the Licensed Premises pursuant to this License. The provisions of this Section 6 shall survive the expiration or termination of this License.

7. TERMINATION, REVOCATION

This License shall be revocable by the Licensor with or without cause upon written notice of revocation at least ninety (90) days prior to the termination date stated within said notice, provided, however, that if there has been a material breach of the terms of this License by Licensee or the other Licensee Parties, the Licensor may revoke this License if Licensee fails to cure the same within thirty (30) days from written notice thereof, or, for a material breach that threatens public safety, within ten (10) days from said written notice.

In the event that this License expires or is terminated, the Licensee shall, at its own expense, remove all its facilities, apparatus, equipment and property from the Licensed Premises, and restore the Licensed Premises to its original condition as at the commencement of this License, as nearly as possible. Any damage or destruction of the Licensed Premises by the Licensee or the other Licensee Parties shall be promptly repaired or replaced by the Licensee to the satisfaction of the Licensor, at Licensee's own expense. The obligations of this Section 7 shall survive the termination of this License.

8. LEASE AGREEMENT

Upon commencement of the Term, the parties agree to commence negotiating the Lease Agreement in good faith. The execution of any such agreement would be subject to the approval of the Town Select Board and the effective date of the Lease Agreement shall be the date on

which Town Meeting duly approves of the Lease Agreement in accordance with applicable law (the "Lease Effective Date"). It is expressly understood, agreed, and hereby acknowledged, that only upon the proper execution and delivery of a fully completed Lease Agreement, in form and content acceptable to the parties in their sole discretion, will there then be any legally binding obligations, of any kind or nature, incurred or created between the parties in connection with the Project.

9. MISCELLANEOUS

(a) This License shall not be construed as creating or vesting in Licensee any estate in the Licensed Premises, but only the limited right of use as hereinabove stated.

(b) Any notice between the parties shall be deemed duly served if delivered, mailed by registered or certified mail, return receipt requested, postage prepaid, or sent by recognized overnight delivery, addressed to the parties at the addresses set forth in the preamble.

(c) This License contains the entire agreement of the parties and there are no other agreements or understandings between the parties regarding the subject matter of this License.

(d) Modifications or amendments to this License shall be in writing and duly executed by both parties hereto to be effective.

(e) Licensee is not authorized to bind or involve the Licensor in any contract or to incur any liability for or on the part of the Licensor.

(f) The Licensor reserves the right and Licensees shall permit the Licensor and its employees, contractors, agents and invitees to enter upon and use the Licensed Premises at any time for any and all purposes at Licensor's sole discretion, provided that Licensor's use shall not interfere unreasonably with Licensee's Permitted Uses.

(g) If any portion of this License is declared to be illegal, unenforceable or void, then all parties to this License shall be relieved of all obligations under that portion; provided, however, that the remainder of this License shall be enforced to the fullest extent permitted by law.

(h) The captions in this License are inserted for convenience of reference only and in no way define, describe or limit the scope or intent of this License or any of the provisions thereof.

(i) All appropriate terms and provisions relating to indemnification and the restoration of the property affected hereby, shall survive the expiration or termination of this License.

(j) This License shall be governed by and construed in accordance with the laws of the Commonwealth of Massachusetts, and any and all legal actions brought in connection with this License shall be brought in courts within the Commonwealth of Massachusetts.

Signature Page Follows

DRAFT

IN WITNESS WHEREOF, the parties hereto have caused this License Agreement to be executed and effective as of the date first above written.

LICENSOR

**Town of Provincetown,
By its Town Manager**

David Panagore

LICENSEE

**NSTAR Electric Company
d/b/a Eversource Energy**

_____, Authorized Signatory

Exhibit A

Description of Licensed Premises

653033/PROV/0418

DRAFT



**Provincetown Select Board
AGENDA ACTION REQUEST**

Monday, December 10, 2018



REQUEST TO CHANGE TWO POLICY STATEMENTS

Presented by the Provincetown Board of Health Chair and Vice Chair

Requested by: Chair Tom Donegan

Action sought: Approve

Proposed Motion(s)

Move that the Select Board schedule a Public hearing on January 14, 2019 to hear public comment to on the the following policies with the language included and underlined below:

2011-06-27A

It shall be the policy of the Board of Selectmen that the following Town services shall be provided, if feasible based on site design and providing adequate clearances, by the Department of Public Works, based on a written agreement and waiver, for affordable and community housing projects in which a minimum of 50% of the project's units are either affordable or community housing units AND THE PROJECT HAS A SMOKING POLICY THAT MEETS OR EXCEEDS HUD'S SMOKE-FREE RULE USING THE DEFINITION OF SMOKING IN PROVINCETOWN BOARD OF HEALTH REGULATIONS, provided that the property owner has first executed an affordable housing restriction document approved as to form by Town Counsel and executed by the Board of Selectmen: (1) residential solid waste and recycling pick-up services (2) plowing of snow, and (3) street sweeping...

2011-06-27-B

It shall be the policy of the Board of Selectmen that Town building permit fees shall be waived for affordable and community housing projects in which a minimum of 50% of the project's units are either affordable or community housing units AND THE PROJECT HAS A SMOKING POLICY THAT MEETS OR EXCEEDS HUD'S SMOKE-FREE RULE USING THE DEFINITION OF SMOKING IN PROVINCETOWN BOARD OF HEALTH REGULATIONS provided that the applicant has first executed an affordable housing restriction document approved as to form by Town Counsel and executed by the Board of Selectmen....

Additional Information

Please see attached report by the Board of Health.

Board Action

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>



**Town of Provincetown
260 Commercial Street
Provincetown, MA 02657**

**Board of Health
Telephone (508) 487-7020
Fax (508) 487-7040**

Request to Amend Two Select Board Policies to Incentivize Protection from Secondhand Smoke
for Residents of Local Affordable/Community Housing Projects

A Report to the Select Board
By the Provincetown Board of Health
November 26, 2018

In the past the Board of Health has received many complaints from tenants of local affordable/community housing projects about secondhand smoke. At each complaint and conversation, the Board has researched its options for better protecting the health of residents of these projects with county and state partners in tobacco control, but has not found a viable solution that would not leave the Town at some risk for a court challenge.

This past summer, two things occurred that caused the Board to see the problem in a new light: 1) the Board received another complaint about the issue at the newest community/affordable housing project in Town; and 2) the Board learned that the US Department of Housing and Urban Development (HUD)'s new smoke-free rule went into effect as of July 31, 2018. HUD's smoke-free rule:

- “requires [public housing agency homes] to implement a policy that prohibits the use of all lit tobacco products inside all dwelling units, indoor common areas, and PHA administrative office buildings. The smoke-free policy must also extend to 25 feet from all housing and administrative buildings. PHAs have the discretion to establish designated smoking locations outside of the required 25-foot perimeter, which can include partially enclosed structures. PHAs may also establish additional smoke-free areas (such as around a playground) or make their entire grounds smoke-free.” (Implementing HUD's Smoke-Free Policy in Public Housing: HUD Guidebook; https://www.hud.gov/sites/documents/SMOKEFREE_GUIDEBK.PDF)

Given this information, the Board of Health instructed Health Department staff to inquire with local affordable/community housing projects on the following: whether HUD's policy affected the project and whether the project has an existing smoking policy and what that policy is. The status of the policies at each of the local affordable/community housing projects is listed at the end of this report, but no project was affected by HUD's rule.

The Board decided that rather than draft regulation that had the potential for legal challenge, the Town could change existing policies to disincentivize allowing smoking at local affordable/community housing projects.

Thus, on September 20, 2018, the Board of Health voted 5-0-0 to request the Board of Selectmen amend two of their policy statements that allow for the provision of Town services at no cost to

local affordable/community housing projects to provide those services only to local affordable/community housing projects that adopt a smoke-free policy that meets or exceeds HUD's smoke-free rule.

The Board of Health hopes that the Select Board will see this as an opportunity to better protect the safety and health of all residents of local affordable/community housing projects in the Town.

APPENDICES:

Status of smoking policies at local affordable/community housing projects as of September 20, 2018:

- Province Landing: Completely smoke free as of 3/1/17 indoors and on the property.
- Community Housing Partnership: Drafting something. Not allowed indoors, and drafting something about outdoor shared spaces.
- Lower Cape CDP: No-smoking policy indoors, do not allow smoke to blow into a neighbor's window. At one property the rule is 40 feet from any door or window.
- Provincetown Housing Authority: Allows smoking in private rooms and designated outdoor areas.

Also per HUD:

“Smoke-free policies are legal. The policies do not violate residents’ privacy rights and do not discriminate against residents who smoke. Smoke-free policies are about where people smoke, not about whether they smoke. People who smoke are not a protected class and do not have special legal status. Smoking is a public health issue, and smoke-free policies are not discriminatory because they do not prohibit anyone from renting a unit. They merely set rules for activities permitted on the property. A tenant’s status as a smoker or nonsmoker is irrelevant. An individual’s smoking status cannot be used to determine eligibility for applying for or residing in public housing. Current and prospective tenants need to know that they are allowed to smoke, just not in the areas that have been designated nonsmoking.” (Implementing HUD’s Smoke-Free Policy in Public Housing: HUD Guidebook;

https://www.hud.gov/sites/documents/SMOKEFREE_GUIDEBK.PDF)



**Town of Provincetown
Meeting of the
BOARD OF HEALTH**

Thursday, September 20, 2018

**Judge Welsh Hearing Room, Provincetown Town Hall,
260 Commercial Street, Provincetown, MA**

Board Members Present: Mark Phillips, Chair; Steve Katsurinis, Vice Chair; Dr. Elise Cozzi; Dr. Janet Whelan; Kalliope Chute; and Betty Williams, Alternate

Board Members Absent: Irv Morgan, Alternate

Other attendees: Morgan Clark, Health Department Director; Laura Marin, Health Agent

Recording Secretary: Linda Fiorella

Call to Order: Mr. Phillips called the meeting to order at 4:00 p.m.

I. Public Comments:

There were no public comments.

II. Old Business:

a. 63 Shank Painter fines

Mr. Phillips tabled item IIa for a future meeting.

b. Discuss and respond to BOS Member comments on BOH policies re: sewer connections

Discussion:

Mr. Phillips informed the Board that the previous month at a joint meeting with the Water and Sewer Board and the Select Board, a Select Board Member made comments about a change in regulations. Mr. Phillips stated he believes there is a misunderstanding of the regulations and proposed that he and Ms. Clark would follow up.

c. Follow up - smoking outside Community/Affordable Housing – Morgan Clark, presenting

Discussion:

Jennifer Cortez, a registered nurse whose family lives at Stable Path described an ongoing situation with second hand smoke from neighbors. Ms. Cortez expressed concerns over the health of herself and her family and her attempts to request her neighbors smoke far enough away from her unit to eliminate the problem of smoke entering her home. Ms. Clark reviewed the current policies in place at local housing agencies and stated that the Community Housing Partnership is drafting something. Ms. Clark recommended requesting the Select Board amend two Select Board policies regarding DPW services at multi-family affordable or community housing units to include language that the

project has a smoking policy that meets or exceeds HUD's smoke free rule. Further discussion included whether state building codes, workplace laws, or town bylaws would be applicable, and if vaping would be considered smoking.

Motion: *To proceed as Morgan Clark suggested and request that the Select Board modify their policies with reference to our definition of smoking.*

Motion: Steve Katsurinis

Seconded: Kalliope Chute

Vote: 5-0-0

III. New Business

a. Report from Code Compliance Officer – Stephen Lorello, presenting

Discussion:

Stephen Lorello, Code Compliance Officer described his work supporting the Board of Health focusing on three major projects: seating where it affects restaurants and the gallons used and making sure the Town has an accurate seating plan; rental certificates; and cleaning up database to ensure accurate reporting and data. Mr. Lorello reported on changes over the previous few years rental certificate filings, explaining the processes of the outreach used to encouraging people to renew and locating people who were not in compliance.

b. Discussion: Desired upgrade to subsurface sewage disposal systems at Provincetown Housing Authority properties

Discussion:

Kiristin Hatch, Executive Director of the Provincetown Housing Authority; Elaine Anderson, Chair of the Board of Commissioners for the Provincetown Housing Authority; and Mike Carter GCG Associates Civil Engineer introduced themselves. Ms. Clark explained that they are looking to upgrade their disposal works system at two of their properties: Maushope and 40 Pearl Street. Ms. Clark further described the amount of pumping done at the properties, the location of the properties being within the E3 area of the sewer map, and the issues around an offered ACO, as well as Ms. Clark's concern that the current plans to upgrade at the Maushope property do not include future expansion of the property. Ms. Clark noted her concerns about the high cost of upgrading now for the properties when the possibility of being compelled to connect to the sewer at additional cost in several years. Ms. Hatch described the current situation at the properties. Mr. Carter offered his background and how he came to his recommendations to the Provincetown Housing Authority based on the functionality of the current septic systems and the probable timing of the sewer reaching the properties. Further discussion involved how systems can work during power outages and the potential to expand the septic system if the properties are expanded. Based on the input from the Board, Mr. Carter stated that the septic systems will need to be replaced before the sewer reaches Maushope and 40 Pearl Street.

c. Discussion: Disposal System Installation fees – Morgan Clark, presenting

Discussion:

Ms. Clark suggested altering the fee scale for disposal works systems to be based on the cost of construction, making some minor repairs less expensive than the current fee of \$250 and more extensive installations would cost more. Ms. Clark offered to do further research if the Board. Mr. Katsurinis noted that this change could encourage people to make repairs and Ms. Chute added that this type of fee calculation was less arbitrary.

d. Discussion: Draft Regulations on Lobster Tanks – Morgan Clark, presenting

Discussion:

Ms. Clark noted that Mr. Katsurinis wrote the draft, suggested a simplified regulation, and expressed concerns about enforcement. Mr. Katsurinis suggested that the fees charged for inspecting the tanks should be able to cover an expert coming to do the yearly inspection. Ms. Chute suggested consulting with experts to provide feedback on potential regulations. Further discussion covered the creation of a permit, concerns over the lobster's wellbeing and the risks to patrons and restaurant owners from not taking proper care of the lobsters, and consulting with local stakeholders for suggestions on what a good regulation would look like. Ms. Clark stated she would try to draft something for next meeting.

e. ACOs:

i. 5 Dyer – New Request

Mr. Katsurinis recused at 5:26 pm as he is an abutter.

Discussion:

Ms. Clark reported that 5 Dyer has a high likelihood of future connection to the sewer and 27 Pearl is a renewal and the cesspools are functioning.

Mr. Phillips suggested they take each property request separately because Mr. Katsurinis recused on the first one, and asked Ms. Williams to vote on item e. i.

Motion: *Move to approve the ACO request for 5 Dyer Street with the stipulation that the inspection takes place every five years.*

Motion: Dr. Elise Cozzi Seconded: Dr. Janet Whelan Vote: 5 – 0 - 0

ii. 27 Pearl - Renewal

Mr. Katsurinis returned at 5:30 pm.

Discussion:

Ms. Chute requested the Inspector fill out the forms more clearly since on this one both failed and functioning were checked.

Motion: *Move to Renew the ACO for 27 Pearl Street.*

Motion: Steve Katsurinis Seconded: Dr. Janet Whelan Vote: 5 – 0 - 0

IV. Any Other Business That Shall Properly Come Before the Board

There was no other business

V. Approval of Minutes

- a. October 19, 2017
- b. November 13, 2017
- c. November 13, 2017- Joint Meeting with the Water and Sewer Board

Motion: Move to accept the minutes as drafted for October 19, 2017, November 13, 2017 and November 13, 2017 – Joint Meeting with the Water and Sewer Board

It was pointed out that in the November 13, 2017 Joint Meeting with the Water and Sewer Board meeting minutes on the second page, last paragraph, Beach Point should be capitalized.

Motion: Steve Katsurinis Seconded: Dr. Elise Cozzi Vote: 5 – 0 - 0

VI. Health Department Report

Public Health:

Ms. Clark reported she had scheduled the Board's walk thru of sewer plan right before next meeting on October 18, 2018 at 3pm, and Yoga for Addiction Recovery was launching that night and would take place every Thursday at 5:30 at VMCC, and a notification regarding sodium in the drinking water.

Ms. Chute asked about vaccines and Ms. Clark explained that the Health Department does a post card with details on where to get vaccines.

Ms. Marin reminded people to be sure to drain standing water to limit mosquitos.

The Board and Ms. Clark discussed that Ms. Marin is leaving her position.

VII. Board Members' Statements

Ms. Williams requested a sign at the breakwater warning about the dangers of children getting hurt on the breakwater.

Dr. Cozzi announced a beach clean-up on Sunday at the blue chair and West End parking lot.

Ms. Chute noted that any hazardous trash can be taken to Transfer Station on October 6 for a scheduled Household Hazardous Waste Collection day.

Adjournment:

There being no further business, Mr. Phillips moved to adjourn the meeting at 5:46 pm.

Respectfully submitted,

Linda Fiorella

Approved by _____ on _____, 2018



Provincetown Select Board
AGENDA ACTION REQUEST

7D

Monday, December 10, 2018

BAS RELIEF RESTORATION PROJECT

Requested by: Member Lise King

Action Sought: Discussion

Proposed Motion(s)

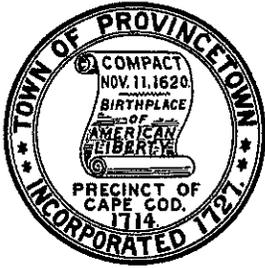
Discussion dependent. Votes may be taken.

Additional Information

- Topics of Discussion:
Review of Next Steps
Native American Commemorative Art
 - Process for Siting Design
 - Budget for Design and Installation
 - Schedule and Public Comment
- Please see attached documents

Board Action

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>



Massachusetts PROVINCETOWN

December 4, 2018

COMMUNITY HOUSING SPECIALIST & GRANT ADMINISTRATOR

TO: Town Manager David Panagore
FROM: Michelle Jarusiewicz, *Housing Specialist & Grant Administrator*
Re: **Bas Relief Restoration Project & Wampanoag Memorial**

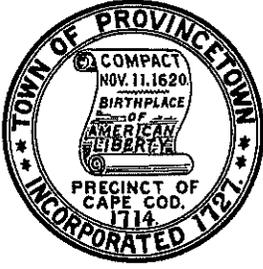
As part of the Master Conservation Planning effort for the restoration of the Bas Relief and Park in 2016, the Town began the design process for the restoration of the Bas Relief and Park in 2016. Rev. Brenda Haywood brought to me on or about 9/27/16 a conceptual plan for a proposed Wampanoag Memorial [see attached drawing] which she had been working on with members of the Nation. The proposal included a rough cut boulder with language of historical/cultural connections; possibly etched or on a plaque attached to the stone, to be placed in the area parallel with Bradford Street where there were plants at the time. The memorial would be surrounded by plants. Rev. Haywood had been working with members of the Nation on the concept. We did some research about types of boulders and styles of inscription and set-aside a line item for \$20,000 in the estimated budget. During the preliminary design, the Advisory Committee placed the memorial at the west-side of the Bas Relief tablet to mirror other memorials on the east-side.

The April 2017 Annual Town Meeting approved \$750,000 for the full project. The Bas Relief restoration project carries a line-item of \$20,000 which was appropriate for the proposed concept within the restoration umbrella. It can only be used for that project at that location. So if a larger project or different location is considered, funding will be needed from Town Meeting.

In early 2018, we reached out to members of the Nation to directly engage them in the process for the restoration of the Bas Relief and presented them with the design. We have been working with Linda Coombs and Steven Peters. When presented with the layout for the Wampanoag Memorial, they reacted very strongly to being placed to the side and not having any prominence in the park. After brainstorming other design options, they returned to the original concept with preference for the stone placement to return to the Bradford Street edge and for the stone to have a drawing of a native village scene. This happened the weekend just prior to the 4/7/18 BOS presentation and discussion.

The timeline for the Bas Relief project is to put the project out to bid in January 2019 with construction start-up in spring and completion in the fall [no work in the summer]. Ribbon cutting will be thereafter; perhaps November 2019.

Michelle Jarusiewicz ~ Housing Specialist & Grant Administrator ~ Town of Provincetown ~
260 Commercial Street MA 02657 ~ 508.487.7087 ~ mjarusiewicz@provincetown-ma.gov

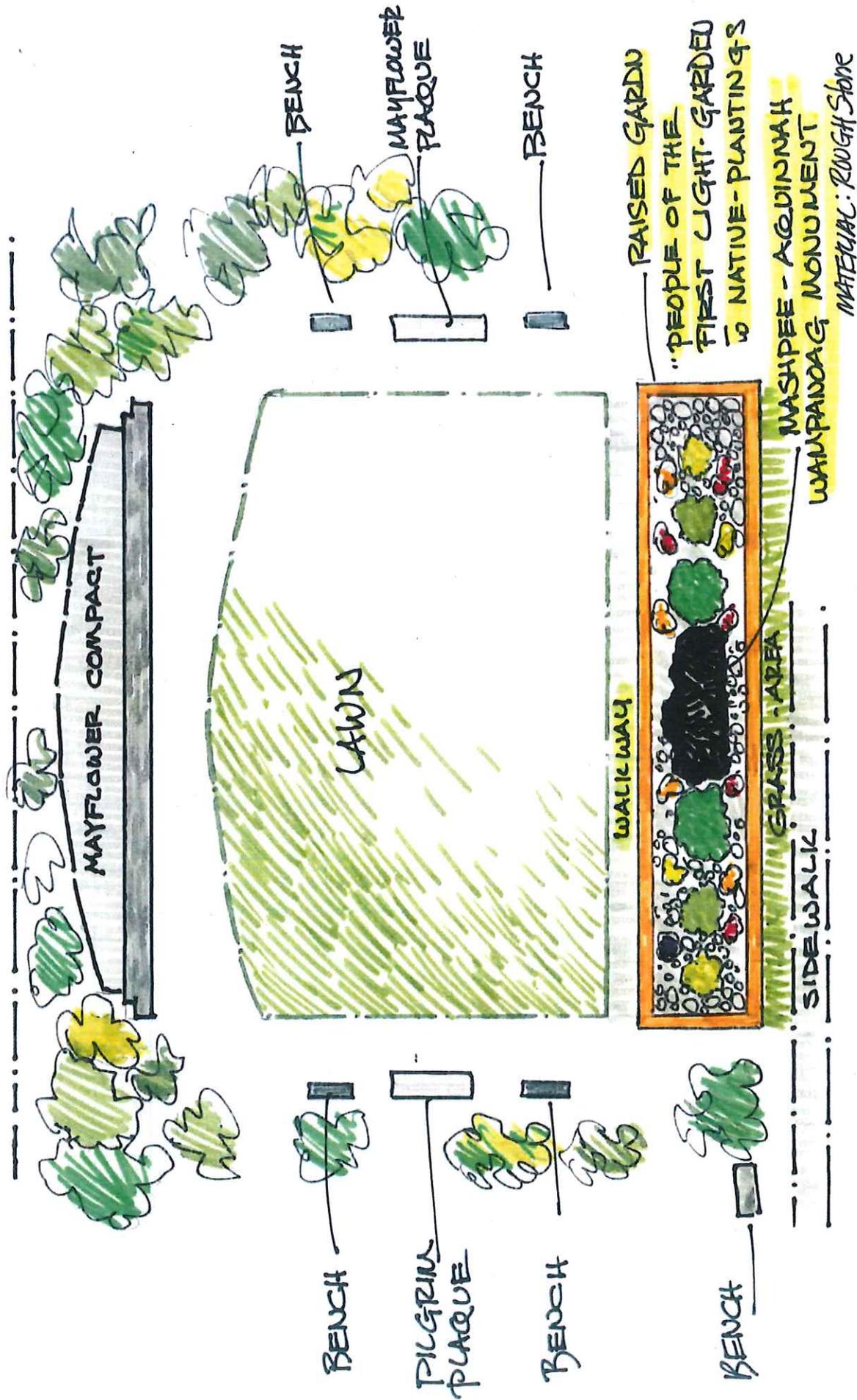


Massachusetts PROVINCETOWN

A new significantly different Wampanoag Memorial would require funding approval at April 2019 town meeting and a separate procurement process. Procurement gets tricky and would probably not line up with the Bas Relief ribbon cutting at all. Once the overall scope is chosen [location...], you probably will need to advertise for designer selection [2-3 month process]; do the actual design [months]; advertise for construction & installation [assumes no additional funds are needed – 2 months]; actual construction and installation will depend upon the concept location, permitting requirements, at best about a year from April 2019 but probably longer.

FYI - The AIDS memorial process took about 15 years; while that was exceptionally long it speaks to the intricacies of the process for design, procurement, and installation [anything over \$10,000 will require some procurement process and basic requirements].

PROPOSED: MASHPEE-AQUINNAH WAMPANOAG MONUMENT - PLAQUE



BRADFORD STP
 Planning for 400
 Rev. Brenda L. Hayward 9/27/2016

Graphic Design
 Brenda Hayward
 508 487-7925
 email: BrendaHaywood@q400.com



Provincetown Select Board
AGENDA ACTION REQUEST

Monday, December 10, 2018



TOWN MANAGER'S EVALUATION FORM

Update and Set Goals

Requested by: Vice Chair Cheryl Andrews

Action Sought: Discussion

Proposed Motion(s)

Discussion dependent. Votes may be taken.

Additional Information

- Please see attached documents

Board Action

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>

To: Board of Selectmen
From: David B. Panagore, Town Manager
Date: December 6, 2018
Re: Evaluation

Please find below my responses to B on the Performance Appraisal Form given to me by Vice Chair Cheryl Andrews (see attached). As I previously mentioned I write these from the vantage point of last May looking forward to the coming year.

In this regard, while some projects are simple, many of our projects are multi-phase, so I have offered here two responses, one that would merely name the project and scoring would be on the basis of overall effort and progress made and the second approach that would instead identify the anticipated target for this year. I myself prefer to be judged against an agreed and identified target.

B. Major Projects (version 1)

1. Economic Development
 - a. Provincetown Commons
 - b. Broadband
 - c. Economic Development Plan
2. Housing
 - a. Harbor Hill
 - b. UMass Dartmouth Housing Analysis Study
 - c. Financing Plan for Former VFW Site
3. Built and Natural Environment
 - a. New Police Station
 - b. Sewer System
 - c. Long Term Comprehensive Plan
4. Community Engagement and Communication
 - a. Project Manager
 - b. Communication Plan
 - c. Redesign Town Website
 - d. Increase Civic Engagement
5. Emergency Planning and Management
 - a. Emergency Management Plan
 - b. Hazard Mitigation Action Plan
 - c. Beach Nourishment Project
6. Government, Operations and Finances
 - a. Employee Training and Education Playbook
 - b. Community Development Department Review

B. Major Projects (version 2)

1. Economic Development
 - a. Bring Provincetown Commons online.
 - b. Produce for adoption an Economic Development Plan
 - c. Substantive progress on reliable high speed broadband
2. Housing
 - a. Undertake and issue Housing Analysis Study by UMass Dartmouth
 - b. Develop a Housing Program (Staffing, Funding and Program elements)
 - c. Bring Harbor Hill online
 - d. For the VFW site, retain a consultant and develop a financing plan for housing
3. Built and Natural Environment
 - a. Bring forward a Long Term Comprehensive Plan for Town Meeting
 - b. Secure approval of Sewer System expansion
4. Community Engagement and Communication
 - a. Hire the Project Administrator
 - b. Undertake a Civic Engagement Process
 - c. Produce a Communication Plan
 - d. Bring online new Town website
5. Emergency Planning and Management
 - a. Complete an Emergency Management Plan and a Hazard Mitigation Action Plan
 - b. For the Beach Nourishment Project complete the permitting
6. Government, Operations and Finances
 - a. Produce an Employee Training and Education Playbook
 - b. For Community Development Department streamlining, align staffing with current activities.

Performance Appraisal Form

FY 200

		Score (1 to 5)
I.	Performance Objectives	
A.	Administration of Town Government	
1.	Delivery of services	_____
2.	Fiscal Management	_____
3.	Management of Facilities	_____
4.	Utilization of Personnel Resources	_____
5.	Improvement goal:	_____
B.	Major Projects	
6.		_____
7.	—	_____
8.		_____
9.		_____
10.		_____
11.		_____
C.	Carrying out the policies of the Board	
12.	Overall Board goals for the year	_____
13.	Overall Board goals for the year	_____
14.	Responding to new priorities	_____
15.	Relations with the public	_____
II:	Performance Criteria	
16.	Day to day management of employees	_____
17.	Employee development	_____
18.	Knowledge of regulations & requirements	_____
19.	Personal development	_____
20.	Leadership Skills	_____
Total Score		_____

TOWN OF PROVINCETOWN - TOWN MANAGER PERFORMANCE APPRAISAL

Performance Appraisal Form

Name of Reviewer _____

Date _____

Review Period Covered: Annual _____ Mid-year _____ Other _____

Instructions:

Please evaluate on a scale of "1" to "5" the Town Manager's performance in meeting the agreed upon objectives for the period under review. The Board should agree on how the current members wish to define a "1" versus a "2" and so on at the same time that the objectives for the year are agreed to with the Town Manager. In many organizations, a "1" implies unacceptable performance in a particular area, and is generally accompanied by a specific plan and schedule to correct the deficiency. A "5" generally implies superior performance which often merits verbal and written commendation.

The Evaluation Form provides for up to 20 goal units - each with a maximum score of 5 points - or a total maximum score of 100 points. Where appropriate - such as for major projects or improvement goals - a goal may fill two units, rather than one unit, with a maximum score of 10 points. Please refer to the attached list of specific, measurable objectives which were agreed to for each goal, together with the Town Manager's description of his or her progress in achieving those objectives.

Please provide any written comments you would like to make for any of the specific goals, or as general feedback to the Town Manager concerning his or her performance. In particular, for any goal for which you give a score of "1" or "2", please provide specific feedback on what improvement you feel should be made during the next review period. Please attach additional sheets of paper if needed:



Provincetown Select Board
AGENDA ACTION REQUEST



Monday, December 10, 2018

TOWN MANAGER'S REVIEW

Proposed 360 Manager Review

Requested by: Member Louise Venden

Action Sought: Approval

Proposed Motion(s)

MOVE that the Select Board adopt and approve funding for the Town Manager 360 Performance Evaluation Consultation proposal as presented.

MOVE that the Select Board attempt to negotiate Town Manger Goals presented herewith with the Town Manger to come to an agreement about goals per his contract and in accordance with professional human resources standards for executive performance evaluation.

Additional Information

- Please see attached documents

Board Action

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>

TOWN MANAGER EVALUATION CONSIDERATIONS

Annual performance goals should be based on “specific” priorities that the Select Board identifies for the TM to focus on; or areas of focus identified in Town Meeting that are given priority. As the saying goes, “when everything is a priority, nothing is a priority.” Executives rarely have more than 5 or 6 annual performance goals. More than that would be impossible to achieve, so the following criteria enable leaders and those seeking to evaluate performance to adopt meaningful goals and priorities.

S	M	A	R	T
Specific	Measurable	Attainable	Realistic	Timely
<p>What <u>specifically</u> do you want to do?</p>	<p>How will you know when you've reached it?</p>	<p>Is it in your power to accomplish it?</p>	<p>Can you realistically achieve it?</p>	<p><u>When</u> exactly do you want to accomplish it?</p>

Following a fundamental performance management process for goal setting would proceed as follows:

1. Identify the top 5 or 6 priority areas of focus for the Town.
2. Once those priorities are identified, using Town Manager “goal” document, ask TM to align only those items that relate to those priorities for the performance year. As the Town’s Chief Executive, his goals should stem from the Town’s priorities and should not simply list everything he is supposed to do.
Note: Some goals are long term and are carried over year over year. Other goals are short term so the document should change every performance year based on the Town’s priorities.
3. For each goal he aligns to a priority area of focus you should sit with him and ask, “how will you know when and if you achieved the goal?” What does success look like? That measure could be quantitative or even qualitative, but it should be identified.
4. For the items that don’t make the priority goal list, at the end of the year do an overall evaluation for how he met the expectations of his day job. How many did he accomplish? How well did he accomplish them?
5. Get agreement from the Select Board and Town Manager that these are areas you want him to focus on and tell him that these top areas will be what he will be evaluated against at the end of the performance year.

FY19 Town Manager Goals

10/29/18

Because of the confusion that arose among Select Board Members in understanding the performance review process and scoring, I consulted a highly qualified Human Resource Professional for guidance. The goals provided for our last two meetings once again listed a large number of tasks and activities, some of which are directly related to the Town Manager's executive role, but many of which are tasks performed as part of his routine job duties or the responsibilities of department heads and staff. The materials I passed out Monday recite professional advice that goals should be Specific, Measurable, Attainable, Realistic and Timely.

The SMART approach is used for performance review in many organizations because it focuses on agreeing to priorities that will guide our Town Manager in meeting specific goals tied to our Town wide Goals.

The SMART criteria are described as follows:

S	M	A	R	T
Specific	Measurable	Attainable	Realistic	Timely
What <u>specifically</u> do you want to do?	How will you know when you've reached it?	Is it in your power to accomplish it?	Can you realistically achieve it?	<u>When</u> <u>exactly</u> do you want to accomplish it?

Tom Donegan and I conferred with Earl Hinton, retired HR executive at Fidelity and Provincetown resident. As a result, Tom and I concluded that we needed to start over, simplify the goals, make them specific, and measurable. I have asked David to create 2-3 specific goals under each of the following Town Wide Goals, and added one for Leadership that will incorporate his skills as a manager in motivating, communicating with and developing Town staff. The seven categories are:

- 1. Economic Development**
- 2. Housing**
- 3. Built and Natural Environment**
- 4. Community Engagement and Communications**
- 5. Emergency Planning and Management**
- 6. Government, Operations and Finance**
- 7. Leadership**

Once the Select Board and Town Manager have agreed to these goals, events, opportunities or Town meeting votes that add major responsibilities to Town Staff will require modifying these goals and potentially removing an existing goal in order to allow staff time and resources to take on the new one.

This simplified set of goals will help our Town Manager set and manage priorities.



5 Somerset Road, Provincetown, MA 02657
Phone: 508-397-3867
E-mail: earl.hinton@gmail.com

PROFILE

I am a collaborative and solutions-oriented leader with comprehensive experience in consulting and human resources management. I specialize in organization effectiveness, leadership and career coaching, culture change, and group facilitation.

Most of my career was spent at Fidelity Investments where I gained broad exposure to various HR leadership and individual contributor roles i.e. establishing and leading an internal leadership and management development function; building HR engagement and functional capability (HR for HR); managing HR transformation initiatives to improve delivery of HR services; serving as HR business partner and senior advisor to various business groups within the company; and managing a number of change initiatives.

Prior to joining Fidelity, I served as a consultant and coach to senior leaders and their organizations focusing on collaborative problem solving, large scale organizational change, and strategic planning.

EXPERIENCE SUMMARY

- Adaptive leader with strong leadership qualities and skills that inspire and motivate people and build trust
- Experienced in working across cultures and complex environments
- Systemic thinker with a keen understanding of organization dynamics
- Strong diagnostic and organization problem solving capability
- Authentic and approachable mentor and consultant who coaches for performance, fosters growth and development, and builds high-performing teams
- Committed, pragmatic, and serious with a casual and relaxed style

CAREER HIGHLIGHTS

People Solutions

- Provided human resources leadership for a financial and risk management function, an investment technology group, an operations organization, a start-up organization, and a human resources function
- Managed and implemented solutions and services: workforce planning, total rewards, employee relations, leadership development, succession planning, and retention and engagement programs



Consulting (in-house)

- Served as senior consultant to a corporation's Chief Financial Officer and company presidents on business and human resources strategy, leadership, and succession management
- Provided OD/OE consulting to a bank and its strategic business units in the areas of executive team integration, sales and customer service, and professional development practices

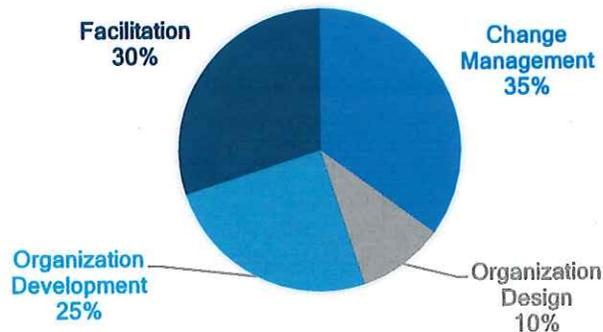
Consulting (external)

- Provided consulting and training for the implementation of a total quality management program for Vanderbilt University Hospital (Nashville, TN)
- Provided strategic and business planning consulting to the Life Insurance Marketing Research Association (Hartford, CT), Bank of Tokyo Financial Services (Boston, MA), Scott Aviation (Asheville, NC), Thermometer Corp of America (Juarez, Mexico), Cabot Corp. (IL)

Organizational Effectiveness

- Collaborated with senior leaders on organization change strategies for business planning, organization design, and executive team transitions
- Led and participated in business transformation projects leading to the creation of new operating and service models
- Member of a change management team that guided the planning process for the divestiture of Scandinavian Airlines Flight Academy (Stockholm, Sweden)
- Designed change frameworks, tools and methodologies
- Created capability maturity models for various HR functions

Organizational Effectiveness
Practice Areas



Coaching

- Provided assessment and coaching to senior leaders in the areas of team development, change management, career management, and leadership brand and effectiveness

COACHING
Key Focus Areas



Leading and Managing

- Created and led a corporate management development function
- Managed a human resources organization for a major business division in the asset management industry
- Managed an operations group that processed insurance agent and broker contracts, new agent appointments, terminations, agent/broker licensing, and new agent financing for an insurance company and its subsidiaries
- Managed the corporate learning and development groups for a bank holding company

POSITIONS HELD

Fidelity Investments, LLC

- Vice President, HR, Talent and Learning (Corporate Services & Enterprise Risk Management)
- Vice President, HR Development (Human Resources function)
- VP/Performance Consultant (Leadership & Organizational Development)
- Vice President, Learning Services (enterprise-wide function)
- Vice President, HR (Corporate Finance, Risk Management, Admin. & Investment Management Technology groups, Fund Accounting & Custody Services)
- Director, Corporate Training (enterprise-wide function)

Interaction Associates

- Senior Associate (served as an organizational development consultant helping organizations develop collaborative practices through expert process facilitation and team development)

Bank of New England Corporation

- Vice President, Professional & Organization Development (Holding Company)
- Vice President, Management Development (Massachusetts Bank)

New England Mutual Life

- Manager, Agent/Agency Services (Licensing & Financing)
- Senior Training Specialist (Learning & Development, Home Office Training)

VOLUNTEER

- **MAP for Health**, a non-profit API health organization (board member, 1 year; advisory board, 2 years)
- **Enable, Inc.**, President, Board of Directors, a private, non-profit agency serving children, adolescents & adults with physical disabilities (7 years)
- **WGBH**, (local PBS affiliate) Community Advisory Board (2 years)
- **Boston Management Consortium**, Public/Private Leadership Partnership (board member, 9 years)
- **Boston Foundation**, Member, Community Funding Partnership Advisory Board (2 funding cycles)
- **National Conference for Community & Justice**, LEADBoston leadership program, provided consulting and training (3 years)
- Consultant to Boston community-based non-profit organizations (**Boston Children's Services, Dimmock CHC, Boston Evening Academy, Boston AIDS Action Committee, et.al.**)
- **Various speaking engagements** for professional associations and conferences: Association for Talent Development, National Human Resources Association, New England Human Resources Association, Conference Board Leadership Development Conferences, HR.com, et.al



TOWN MANAGER 360 LEADERSHIP PERFORMANCE EVALUATION

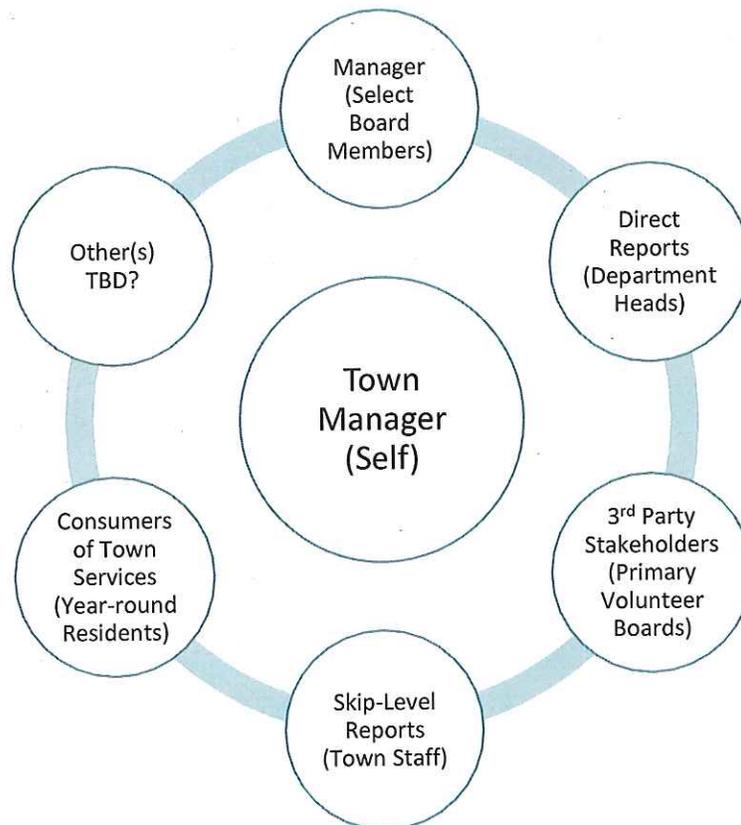
Request for Information (RFI)
Prepared for the Select Board
Town of Provincetown, Massachusetts
November 2, 2018

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Executive Summary

Performance management is a people management process made up of activities designed to maximize individual and, by extension, organizational performance. It typically includes setting expectations, measuring behaviors and results, providing coaching and feedback, and evaluating performance over time to use in decision making. For executive leadership, the purpose is to align the leader's efforts to achieve the organization's goals and priorities.

An overall performance management process is a way to provide feedback, accountability, and documentation for performance outcomes. The graphic below illustrates the proposed process.



Performance Management as a Process

Goal Setting



A performance management process begins with goal setting. Goal setting establishes objectives to be achieved over a period of time and should be aligned to the Town's goals.

Characteristics of Effective Goals

- **Top-Down Approach:** The Town Manager reviews the overall Town's priorities and objectives for the fiscal or performance year. There may be multiple sources from which the Town Manager's goals are created—Town Meeting, the Select Board, or multi-year project. Once established the Town Manager (TM) and Chair of the Select Board meet to agree on the TM's annual performance goals for the year. For organizations with an established and mature performance management process, goals are generally cascaded downward into the organization (Department Heads, Managers, Staff).
- **Specificity:** Goals work by improving focus and inspiring executive action. They should be SMART (specific, measurable, attainable, relevant and time-bound) but should not be so rigid as to leave out the notions of challenge, personal importance and control for the Town Manager.
- **Volume:** As a rule, the number of goals should align closely to the number of organizational priorities. They should be written with specificity and should be outcome focused versus expressed as a series of actions. When the executive knows specifically what s/he is going to be held accountable for, s/he is more likely to succeed.
- **Measurability:** When possible include a measure as part of the goal. Measurability applies to both the end result and the milestones along the way to achieving the goal. Measures can be indicators of quality, quantify and/or timeliness.
- **Weight:** Goals should be weighted as not all goals are created equal. Weight can be applied through ratings: H,M,L or use of a Likert scale, i.e. Critical, Moderate, Important, Not Critical, etc.
- **Leadership:** Since the executive is accountable for the overall health and effectiveness of the organization, high performing organizations will generally establish a leadership goal for the executive.

Goal Oversight and Accountability (Monitor Progress)



For executives, goals should be reviewed throughout the performance year to evaluate progress, discuss changes in strategy/focus (reset), and or to re-prioritize work. They can be part of a standing review process between the Town Manager and Select Board.

Contemporary Approaches

- Agenda-driven: Standing agenda item at a specified meeting venue.
- Calendar-driven: Established check-ins to for the purpose of reviewing results.
- Feedback/Coach-driven: Use of a performance coach to assist in addressing the efficacy of executive performance.
-

Performance Evaluation



There are a number of factors that can be assessed in a performance evaluation. The most common are:

- Trait-based
- Behavior-based
- Results-based

Traits are distinguishing qualities or attributes of the executive. They are generally leadership focused and are soft measures. Examples of leadership traits are honesty, passion, respect, trust, focus, ethics, integrity, self-awareness, etc.

Behaviors are actions that are observed during interactions with the executive. It evaluates “how” the executive performs (executes). They focus on competence and ability, and are expressed as influencing, problem solving, taking risks, persuading, managing change, innovating, managing politics, dealing with complexity, etc.

Results are accomplishments as evidenced by level of goal attainment and is usually expressed in quantitative, qualitative, or timeliness measures.



There are also a number of methods to use to evaluate performance. The most common are:

- Board Evaluation
- Organization Feedback
- Multi-source or 360-degree reviews

Board Evaluation would include each member's assessment of performance and provide an appraisal summary. The summary would include the executive's self-evaluation.

Organization Feedback includes an assessment of performance from all organization relationships of the executive. It encompasses the executive (self), the executive's manager (Select Board), direct reports, and peers (horizontal relationships).

Multi-source or 360-degree reviews are more comprehensive and collect feedback about strengths and weaknesses from everyone around the executive, hence the name 360 degree. It includes the same organizational relationships in the Organizational Feedback method but adds skip-level relationships in the organization (non-direct reports), 3rd party evaluations i.e. vendors, volunteer boards, those doing business with the organization, and consumers of the organization's services.

Caution: 360-degree evaluations are *not* designed to function as performance evaluations. A performance evaluation is about the job someone is doing, a 360-degree review is about the person's strengths and weaknesses. In other words, the performance evaluation measures the WHAT (accomplishments and achievements). The 360 review measures the HOW—identifying personal blind spots of behavior and the impact (good and bad) the recipient of the feedback is having but may not be aware of.

Both are factors in assessing overall performance. By combining multiple sources of feedback, you get a more complete picture of the employee.

Proposed

1. Select Board Chair and Town Manager meet to review and agree on goals. Ideally and where possible, goals should conform to some of the characteristics outlined in this proposal.
 - Town Manager’s goals will align to the six Town-wide goals and objectives
 - Include a seventh goal for leadership development. The expense can be considered a form of “indirect” compensation so it is appropriate to include a goal for how the Town Manager will manage/lead differently as a result of the Town’s investment in his development
 - Create an overall leadership/manager goal (eighth goal?)
 - Goals meet the SMART criteria where possible and are expressed in results or outcome-oriented language versus actions. Emphasis should be placed on measurability so the year-end evaluation is less subjective.
2. Select the Multi-source or 360-degree evaluation as the method of choice to conduct the year-end performance evaluation for the current and future Town Managers.

Identify the stakeholder groups that will participate in the process. Typically, the following stakeholder groups are potential candidates for providing feedback. Candidates should be selected by the Town Manager with a sample selected randomly to eliminate confirmation bias. The sample size must be large enough to ensure confidentiality and anonymity.



3. **360 Degree Format:** Given the lack of an official leadership, competency or success model for the Town Manager role, and given the size of the Town Manager’s orbit, designing a “survey” that can be validated and predict success would be superficial. A 360 is often designed around a competency or success model which defines what is required to succeed in a particular role and level. Most profiles are created by taking a comprehensive approach to identify the knowledge, experience, competencies, and personal attributes that define the “ideal” performer.

In psychometric instruments like a 360, predictive validity is the extent to which a score predicts success against some criterion measure of job performance. (I apologize in advance for this technical explanation.) Therefore, I would recommend we use an interview format to collect the feedback at this time. Carefully designed open and closed-ended questions can be analyzed to identify emerging themes which are then coded, summarized and reported.

Conducting the 360-review is part of the data collection process for input into the final performance evaluation. Since it is not the final performance evaluation nor is it conducted by a public official it is not subject to Open Meeting Law.

4. **Design:** The question set will be custom designed for each designated feedback group. The feedback participants will receive the question set in advance. It will not be necessary for participants to “prepare” their responses but simply to start thinking about how they might respond. If possible, the survey time frame will not exceed 15 minutes. The survey will be conducted by the consultant by phone or in person and the results will be aggregated, summarized, and developed into a feedback report.

During the design process the consultant will present the question sets for each feedback group to collect feedback from the Town Manager and Select Board. The questions sets will be iterated until the Town Manager and Select Board is satisfied and able to ratify and approve the final copy.

5. **360 Degree Process Flow:**

- ▶ Town Manager or Select Board sends electronic note to those participating introducing the purpose and objectives of the 360 process, why the participant is being asked to participate in the process, and how the data will be used and presented. The communication narrative will be provided by the consultant.
- ▶ Consultant surveys the sample groups; tabulates and codes the feedback data; prepares the summary feedback report.
- ▶ Meeting is set up to share the results of the survey with the Town Manager.
- ▶ Meeting is set up to share the results with the Select Board Chair.

6. **Combine 360 with Goal Evaluation:** Select Board Chair meets with consultant to integrate the 360 feedback with the overall evaluation of performance against goals. The design of the final combined report will be offered by the consultant.

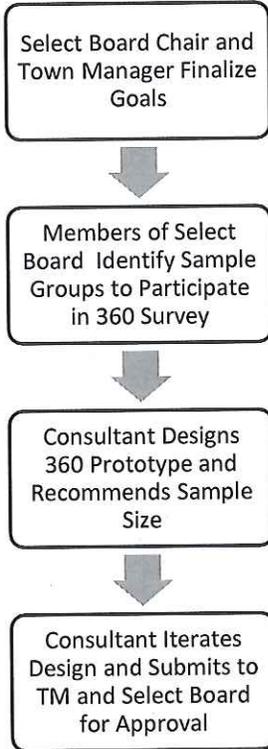
Next Steps

- ⇒ Meet with Louise Venden and Tom Donegan to review proposal and address concerns.
- ⇒ Finalize the Statement of Work with more specific detail.
- ⇒ Identify key time frames and deliverables.

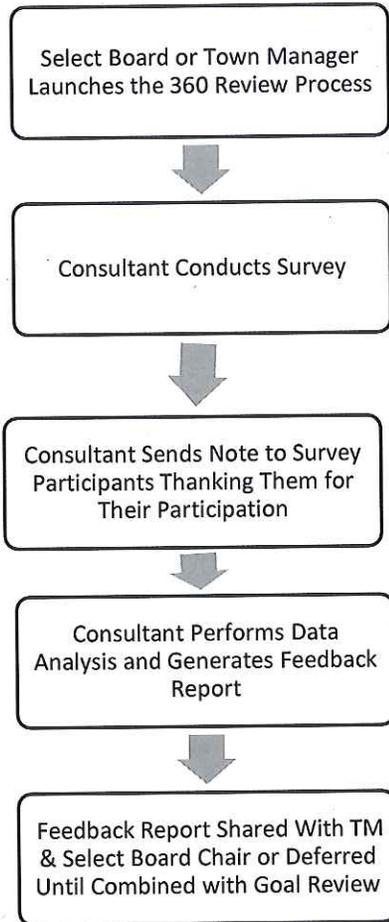
APPENDIX

- ▶ Summary of the 360 Review Process
- ▶ Consultant's Statement of Work

Design Phase



Survey Launch



Performance Review



Earl Hinton, Independent Consultant

5 Somerset Road
Provincetown, MA 02657-1756

Statement of Work

SOW for Agreement to Perform Consulting Services to Town of Provincetown, MA

Date	Services Performed By:	Services Performed For:
November 2, 2018	Earl Hinton, Independent Consultant 5 Somerset Road Provincetown, MA 02657-1756	Town of Provincetown, MA

This Statement of Work (hereinafter called the "SOW"), effective as of date to be determined, is entered into by and between the Independent Consultant and Client, and is subject to the terms and conditions specified below.

Period of Performance

To be determined by Select Board Chair and Independent Consultant

Engagement Resources

- Participating Select Board Members (Design Phase)
- Town Manager (Design Phase)
- Select Board (360)
- Select Town Staff (360)
- Randomly Identified Staff (360)
- Town Boards - TBD (360)
- Other – 3rd Party (360)

Scope of Work and Deliverables

CONSULTANT'S RESPONSIBILITIES

1. Meet with participating Select Board members to review proposal, finalize outcome of project, and agree on deliverables.
2. Review Town Manager's agreed upon goals and other documentation to begin designing a prototype survey.
3. Review and iterate versions of the survey for ratification and approval by the Town Manager and Select Board.
4. Conduct the survey interviews.
5. Analyze the data and deliver results to Town Manager/Select Board.
6. Work with Select Board Chair to integrate the 360 review into the overall Performance Evaluation (goal evaluation).

CLIENT RESPONSIBILITIES

1. Meet with Independent Consultant to finalize project outcome/deliverable(s).
2. Select members of the Select Board (Louise Venden/Tom Donegan) to provide input to the design process and vet the final survey design with the Select Board for final approval.
3. Serve as liaison between the Town Manager and Consultant in the design process.
4. Identify Engagement Resources to participate in the 360 process. Survey interviews will be conducted in 15/20-minute increments and questions will be forwarded to survey participants ahead of time.
5. The office of the Town Manager will work with the consultant to set up the survey schedule.

Fee Schedule

This engagement will be conducted on a per diem basis (\$1200/day). The total value for the services pursuant to this SOW shall not exceed \$5500 unless otherwise agreed to by both parties and payable to the Independent Consultant at the completion of the project.

This figure is forecasted on approximately 37 hours of professional services and may be subject to change based on the number of survey participants and the number of iterations required during the design phase.

Review Meetings with Select Board Members (Design Phase)	2 hours
Survey Design	~ 16 hours
Survey Launch w/Sample Groups (n = # tbd)	~ 8 hours
Synthesis and analysis of survey results	5 hours
Generate Report	2 hours
Meeting with Town Manager and or Select Board chair to review results of 360	2 hours
Meeting(s) with Select Board Chair to integrate 360 into overall performance evaluation	2 hours

Completion Criteria

The Independent Consultant shall have fulfilled his obligations when any one of the following first occurs:

- Consultant accomplishes the activities described within this SOW, including delivery to Client of the materials listed in the Section entitled "Scope of Work and Deliverables," and Client accepts such activities and materials without unreasonable objections.

Town of Provincetown, MA

Earl Hinton, Independent
Consultant

By: _____
Name:
Title:

By: _____
Name:
Title:



Provincetown Select Board
AGENDA ACTION REQUEST

7F

Monday, December 10, 2018

TOWN MEETING BYLAW

Structures built on piers

Requested by: Vice Chair Cheryl Andrews

Action Sought: Approve

Proposed Motion(s)

Move the Select Board direct staff to begin drafting a bylaw that would establish the starting height for structures built on piers.

Additional Information

Board Action

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>

To: Board of Selectmen
From: David B. Panagore, Town Manager
Date: November 19th, 2018
Re: Information Request from Harbormaster and Building Commissioner

Elevation Inquiry

On November 13, 2018, the Select Board inquired about Building Heights on a pier. Based on this statement, we present to the Board the following information:

- The elevation of MacMillan Pier ranges from +15.5 Feet (Ft) to +16.5 Ft measured from Mean Low Water (MLW). The elevation depends on location on the pier.
- Provincetown Marina Pier ranges from +17.25 Ft to +17.75 Ft measured from MLW

In accordance with the By-Law change, enacted at the April 2015 Town Meeting, grade elevations for building heights located in the special flood hazard area are measured from Base Flood Elevation (BFE), unless the deck of a wharf or pier is higher than the BFE, in which case height is measured from the existing pier top of deck.

Building Height maximums (max) are therefore as follows:

- Gable Roof: 33 Ft
- Flat Roof: 23 Ft
- Gambrel, Arch, or Mansard: 28 Ft

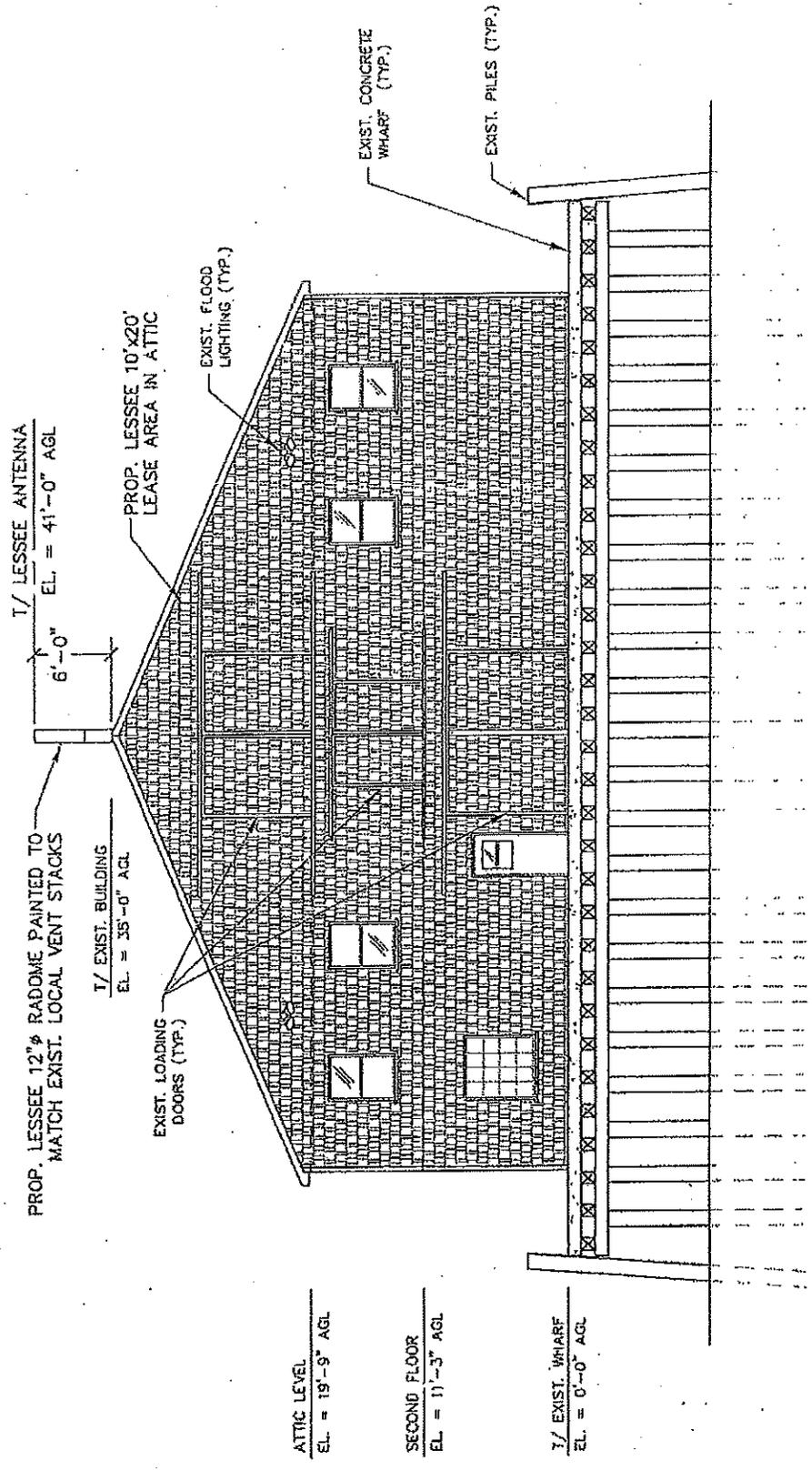
FOR EXAMPLE:

- Base Flood Elevation is 15, but existing deck is at 17'
 - A Gable Roofed Structure (33ft max) + Existing Deck height of 17ft= 50' in Elevation above MLW

Wave Attenuator

On November 13, 2018, the Select Board requested a status update on the Wave Attenuator. Based on this request, we present to the Board the following information:

- Bid documents are under final review, and the Wave Attenuator Construction will go out to bid within the next 3 weeks.
- The timeframe from bid to completion is 9 months.
- Dredging (to happen prior to the installation of the Wave Attenuator) has been delayed due to an issue with the contractor. Project Engineers have been contacted about finding an alternate company to complete the work by the February 1st deadline.



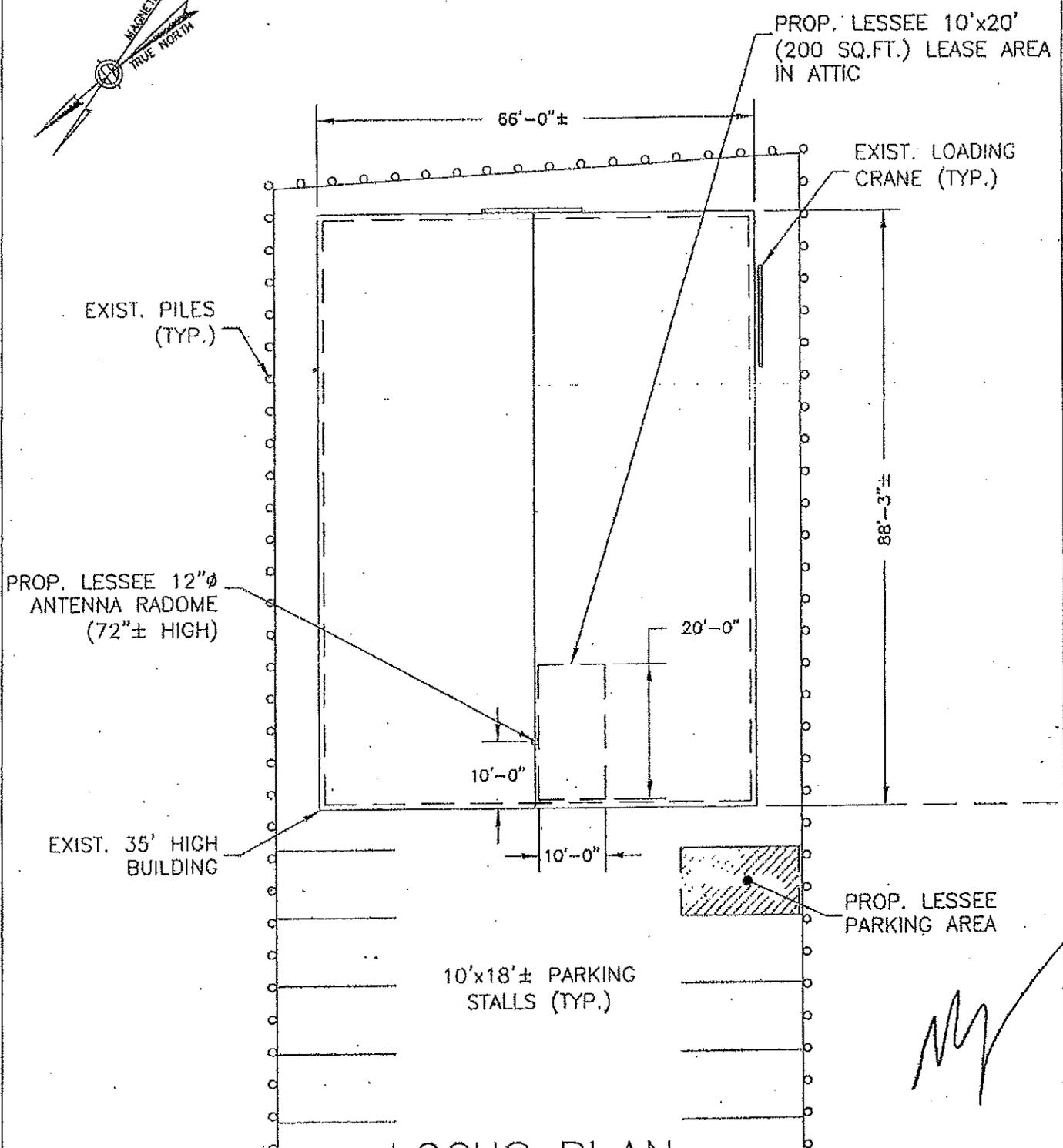
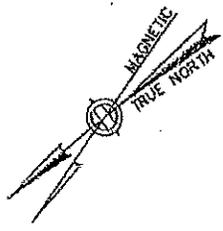
NORTH/WEST ELEVATION
 SCALE: 1" = 12'-0"

CINGULAR WIRELESS
 580 MAIN STREET
 BOLTON, MA. 01740.

SITE NAME
PROVINCETOWN WHARF
 9 RYDER STREET
 PROVINCETOWN, MA 02857

PREPARED BY:
GPI
 GREENMAN-PEDERSEN, INC.
 300 South Noh Street, Mansfield, MA 02048

REV 1	SHEET NO. 3 OF 3	L-3
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LOCUS PLAN
SCALE: 1" = 20'-0"



[Handwritten signature]

CINGULAR WIRELESS 580 MAIN STREET BOLTON, MA. 01740	SITE NAME: PROVINCETOWN WHARF	PREPARED BY: GPI GREENMAN-PEDERSEN, INC. <small>802 South Main Street, Mansfield, MA 02048</small>	
	9 RYDER STREET PROVINCETOWN, MA 02857	REV 1	SHEET NO. 2 OF 3



Provincetown Select Board
AGENDA ACTION REQUEST

Monday, December 10, 2018

7G

RESCHEDULE WORK SESSION

Discussion Topic - Communication

Requested by: Member Lise King

Action sought: Approve

Proposed Motion(s)

MOVE that the Select Board vote to reschedule a communication work session and invite the following boards/committee ... for Wednesday January 16, 2019 at 3 pm.

Additional Information

- Originally scheduled for December 12, 2018 at 3 pm.

Board Action

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>



**Provincetown Select Board
AGENDA ACTION REQUEST**

Monday, December 10, 2018

8

MINUTES OF THE SELECT BOARD'S MEETINGS

Requested by: Select Board

Action Sought: Approval

Proposed Motion(s)

Move that the Select Board approve the minutes of:

November 19, 2018 5:00 pm (Special) as printed with changes so noted

November 27, 2018 2:00 pm (Special) as printed with changes so noted

November 26, 2018 6:00 pm (Regular) as printed with changes so noted

December 3, 2018 5:00 pm (Special) as printed with changes so noted

Additional Information

See attached minutes.

Board Action

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>

**TOWN OF PROVINCETOWN – SELECT BOARD
TRAFFIC HEARING MINUTES
MONDAY, NOVEMBER 19, 2018 5:00 PM
TOWN HALL – AUDITORIUM**

Chair Donegan convened the open meeting at 5:03 pm noting the following:

Select Board attending: Chair Tom Donegan, Vice Chair Andrews, and Member Robert Anthony

Excused: Louise Venden and Lise King

Other attendees: Town Manager David Panagore, Assistant Town Manager David Gardner, DPW Director Richard Waldo

Recorder: Linda Fiorella

Vice Chair Andrews read the public hearing notice.

Town Manager Panagore gave an update on results of the 2017 Traffic Hearing including the Bradford Street climbing lane and the change in parking fees in March of 2018. Both were successful.

Chair Donegan described the process of the Traffic Hearing.

DPW Director Richard Waldo and two transportation engineers from Environmental Partners, Jim Fitzgerald and Benny Hung, gave a Shank Painter Road Reconstruction Project Update Presentation of the Shank Painter Road Reconstruction Project – Cape Cod Transportation Improvement Program FY2019-FY2023. The work will focus on increasing the bicycle and pedestrian accommodations on Shank Painter Road and a large section of Route 6. The plan proposes a separate bike lane from sidewalks and vehicular traffic on Shank Painter and a one lane roundabout on Route 6 at Shank Painter Road as well as signs promoting Shank Painter Road as a gateway to Provincetown. The plan also proposes a pedestrian and bike crossing on Route 6. There is the potential as well to connect to the Outer Cape Bike/Pedestrian Network. Emergency vehicle access has been incorporated into the plan, as has truck loading and unloading, parking access, and flood concerns. The National Park Service and MassDot have been consulted.

Public Comments

Jay Gurewitsch – The pedestrian area is between cars and bikes and Mr. Gurewitsch has concerns about dogs, children, and older people being stuck between two traffic areas. I'm in favor of the project but concern about putting humans between cars and bikes.

Frank Vassello – agreed with Jay and also feels the green space could incorporate wildflower meadows instead of grass.

John Vajovic – Mass highway has a program that incorporates wildflowers. Long overdue, happy to make it a gateway to Provincetown. Would like to hear more about urban design component – i.e. streetscape. Lighting, fences, signage. Elements at the entrance, maybe a sculpture instead of anchors.

Select Board Comments

The Select Board discussed with staff and the presenters the timing of the rest of the process and for more public comments, more understanding of why the bike lanes were separated from vehicular traffic lanes with pedestrian walkways in the middle, more details on the roundabout, and concerns about flooding and how involved Mass DOT will be.

Chair Donegan stated the Board would continue the discussion to the meeting on December 10th and notice the public and discuss with Director Waldo.

Select Member Anthony would like comments from the Police and Fire Chiefs.

Citizen Proposals

- 1. Request by Peter Okun to designate an unloading zone on Commercial Street adjacent to 334 Commercial Street where there is currently no parking.**

Request by Peter Okun to designate an unloading zone on Commercial Street adjacent to 334 Commercial Street where there is currently no parking.

Team Recommendation: DO NOT recommend. There is no seasonal parking in this portion of Commercial St. Congestion in this area is significant and parked vehicles could obstruct turning movements on Freeman St and deliveries to Land's End. Also private vehicles may not park in commercial loading zones. Vehicles parked for short periods of time to run into a local business could be subject to ticketing as it would be difficult for the Parking Officer to know why the vehicle was parked in the space. Creating such a space at this location creates a concern about precedence as adjacent businesses throughout Commercial Street would be seeking similar spaces.

Peter Okun presented. He stated that that with no parking for pickup or drop off people illegally park. The space in question is occupied in season by contractors. A load/unload zone will allow people to park for short periods.

Staff Recommendation – Assistant Town Manager Gardner noted that the traffic team is made up of the Town Manager, himself, the Police Chief, the Fire Chief, the DPW Director, the Highway Foreman, the Parking Administrator, and the Town Planner. Mr. Gardner stated that the Team does not recommend this proposal.

Public Comment – none

Select Board Comment –

Vice Chair Andrews – In my experience is if you put your flashers on and only there for 10 minutes you don't get a ticket.

Chief Golden – sympathetic to the problem but parking has been like this. Always been an unofficial policy for live unloading parking. Put flashers and use for 15 minutes. Designating a spot is not going to solve the problem.

**Select Member Andrews MOVE to not recommend item 1.
Select Member Anthony seconded.**

Vice Chair Andrews - keep working at it. I have my understanding but can't grant proposal.

Chair Donegan - work with the Police Department on better enforcement.

3-0-0

- 2. Request by Mark Berryhill and Michael Kelley to change the name of Bradford Street Extension to Dorothy Bradford Street.**

Request by Mark Berryhill and Michael Kelley to change the name of Bradford Street Extension to Dorothy Bradford Street.

Team Recommendation: NO recommendation. Public Safety has not experienced problems with emergency responses based on the existing street naming and has no strong opinion about the need to correct. A change could cause more confusion. Dorothy Bradford is not significantly distinguished from Bradford Street Extension as it still has the tendency to be shortened to Bradford.

The process for name change is included and if the Select Board is inclined, they should vote to initiate the process.

Michael Kelley –Proposing name change for safety. Extension causes confusion. Smart phone visitors causes confusing typing in to Waze. Please consider changing. Chose the name because it recognizes that women were involved in coming over on the Mayflower. Interesting way to minimize impact and minimize confusion when typing into navigation or calling 911.

Staff Rec –

Mr. Gardner – we don't have a strong recommendation either way.

Public comment –

Betty Gaudreau – nice name change to honor someone.

Select Board Comment –

Vice Chair Andrews – I love the effort put into it. Solution is two choices – new name or renumber. I get the idea but fear is visitor will see Dorothy Bradford is our local way of calling it Bradford.

Chair Donegan – I like this idea although I had thought about it being Dorothy Street and Bradford Street. My concern is it is a good idea but the Postmaster asked us to look at these years ago due to incorrectly delivered mail. I also think we can't decide Thanksgiving week. With so many seasonal folk at that end of town there has to be a better outreach. A survey in terms of the preferred street name and someone needs to be willing to go through and notify the post office and GPS companies etc. What does staff recommend for next step?

Mr. Gardner – If interested in changing but don't know what it is yet? Could initiate a mailing.

Chair Donegan – non binding resolution at town meeting? Get feedback.

Mr. Gardner – we can work with him and provide a mailing at his cost or no cost to inhabitants on the extension and give them a option to weigh in.

Select Member Anthony – on the safety issue – has there been any incidents off the top of your head.

Chief Golden – no. if you call 911 from a cell we know exactly where you are.

Vice Chair Andrews MOVE to take no action

Select Member Anthony seconded

3-0-0

3. Request by Seth Abrahamson to install a convex mirror at the intersection of Bradford and Bangs Street on the power pole on the diagonal corner adjacent to 192 Bradford Street.

Request by Seth Abrahamson to install a convex mirror at the intersection of Bradford and Bangs Street on the power pole on the diagonal corner adjacent to 192 Bradford Street.

Team Recommendation: DO NOT recommend. Staff does not support the use of convex mirrors throughout Town. Installation of mirrors becomes an ongoing maintenance concern for the staff. Convex

mirrors distort distance and is not recommended to improve safety. Convex mirrors may actually increase the Town's liability.

This particular location requests installation on the utility pole, which is not owned by the Town and we don't have permission to place items on utility poles without Eversource permission.

Grace Ryder O'Malley –Turning up Bangs Street to turn left you have to pull out pretty far before you can turn. We'd like to put a mirror on the opposite corner so you could see if cars coming down that hill.

DG – I'm empathetic. We will never support convex mirrors or traffic bumps. They do distort distance and pose a safety or liability concern and an ongoing maintenance concern for staff.

Public comment – none

Select Board Comment –

Vice Chair Andrews – I get it, but going to have to go with staff.

Select Member Anthony – got to go with staff.

Chair Donegan - we approved for Gabby Hanna on Brown street. It works for them. I understand our traffic orthodoxy.

Chair Donegan – MOTION to accept the proposal.

Select Member Anthony seconded.

Second Withdrawn.

Motion dies.

Vice Chair Andrews MOVE to deny request 3.

Select Member Anthony seconded

2-1(td)-0

4. Request by Ruth Feldman to install a convex mirror at the intersection of Bradford and Hancock Street on the sign post on the diagonal corner adjacent to 240½ Bradford Street.

Request by Ruth Feldman to install a convex mirror at the intersection of Bradford and Hancock Street on the sign post on the diagonal corner adjacent to 240½ Bradford Street.

Team Recommendation: DO NOT recommend. Staff does not support the use of convex mirrors throughout Town. Installation of mirrors becomes an ongoing maintenance concern for the staff. Convex mirrors distort distance and is not recommended to improve safety. Convex mirrors may actually increase the Town's liability.

Ruth Feldman – Distinct disadvantage to be the second convex mirror request. Understand the concern. Not just oncoming traffic and bicyclists have been almost taken out.

Staff Comment

Mr. Gardner – ditto.

Public Comment –

Email in opposition from Grant Hester and Steven Wiengarten.

Vice Chair Andrews MOVE that the Board deny request 4

Select Member Anthony seconded

2-1(td)-0

5. Request by Elizabeth Gaudreau to have No Parking painted on the street across from 560-564 Commercial Street.

Request by Elizabeth Gaudreau to have No Parking painted on the street across from 560-564 Commercial Street.

Team Recommendation: NO Additional Action Required. This property is located within the Phase 4 of Commercial Street reconstruction due to start in March and hopefully be completed by June. Phase 4 like other phases will not involve painting on the curb. The street will be demarked with crosshatch and NO PARKING painted directly on the street adjacent to the curb which is what is being requested.

Betty and Russ Gaudreau -- Last two summers everybody parks there across from our garage. Stuck in garage for 7 hours couldn't get out. Would like tags so people get that it's not parking.

Staff Comment

Mr. Gardner-- reconstruction is due to start in March. This will be accomplished once the project is complete.

Vice Chair Andrews MOVE take no action.

Select Member Anthony seconded.

3-0-0

6. Request by Rob Costa of Arts Dune Tours for the town to designate one additional parking spot on Standish Street (formerly leased by Mayflower Trolley) as a sightseeing vehicle space pursuant to Parking and Traffic Regulations Section 6-4-2 and to issue a request for proposal to lease the space.

Request by Rob Costa of Arts Dune Tours for the town to designate one additional parking spot on Standish Street (formerly leased by Mayflower Trolley) as a sightseeing vehicle space pursuant to Parking and Traffic Regulations Section 6-4-2 and to issue a request for proposal to lease the space.

Team Recommendation: NO recommendation.

RELATED TO ITEM 10. Art's Dune currently has 6 spaces reserved. They are considered grandfathered pursuant to the existing regulation. They paid by vehicle not by space so it is not clear that dedicating an additional space will result in any additional revenue for the Town.

6-4-2 SPECIAL BUSINESS PERMIT

A. The board of Selectmen shall specify the parking zones for sightseeing vehicles and shall designate who may use them as such. No person shall park a specially designated vehicle under these rules and orders in any other place on any street other than in those zones designated below for said vehicles.

B. Sightseeing Vehicles shall be defined as dune tour operators, trolleys, tours and other similar services that are intended to provide primarily tourist activities rather than transportation services.

C. Sightseeing Vehicles shall only use reserved parking spaces designated by the Town pursuant to a permit issued by the Board of Selectmen. Such permits shall be issued on a competitive basis pursuant to a Request for Proposals. Permits will be issued based on evaluation criteria set forth in the Request for Proposals. Permits shall be issued for terms of five years and shall be revocable for cause after a public hearing. The minimum fee for such permits shall be \$1,000 per vehicle per year.

D. Six (6) spaces at the corner of Standish Street and Commercial Street shall be designated for permit holders of Sightseeing Vehicles from 8:00am to 9:00pm. Any entity permitted in these designated spaces reserved for Sightseeing Vehicles during the 2014 season shall be considered grandfathered from the bidding process subject to a license agreement between the operator and the Board of Selectmen.

Staff comment –

Mr. Gardner - This relates to a later item on agenda. First space would generally be put out for RFP reserved for sightseeing tour. Other two spaces reflected in our request under item 10. There is nothing in our request that would disallow this.

Rob Costa – I use 9 trucks to take visitors out I have 6 spots there I lease property from Riley’s to use spots. If there is a spot I would bid on it. Just to be able to put it out for the bid process and if not I’ll have to be more creative.

Staff Recommendation – in 10 were going to make proposals to utilize those spaces. He may be required to pay a lease for the spot.

Public Comment – none

Select Board Comment -

Vice Chair Andrews – like doing nice deed for businessman but concern about taking two spaces away from the neighborhood.

Chair Donegan – assuming it is RFP’d and we get the right amount of money then I’m okay with moving it to an RFP.

Vice Chair Andrews MOVE the Select Board approve item 6

Select Member Anthony seconded

3-0-0

7. Request by Lisa West, Susan Classi, Kimberly Edwards, M LoPresti, Bonnie Catena, and Jackie May to switch the handicapped parking spot and the adjacent parking space to the south adjacent to 8 Brewster Street.

Request by Lisa West, Susan Classi, Kimberly Edwards, M LoPresti, Bonnie Catena, and Jackie May to switch the handicapped parking spot and the adjacent parking space to the south adjacent to 8 Brewster Street.

Team Recommendation: DO NOT recommend.

RELATED TO ITEM 11. Staff recommends under Item 11 to move the handicapped space to the MPL parking lot where it might be better utilized. We do not support removing any additional public parking spaces in the public way. Brewster St is Resident Permit Parking Only.

Bonnie Catena – I’m representing three units of our Brewster Street condo and one neighbor. Our request is that that parking spot be switched with the handicapped parking spot. Pictures with a car parked and one with a car trying to get out- visibility is difficult. Switched because a handicapped spot would not be occupied as frequently.

Mr. Gardner – we have a competing request under 11. We say to move two handicapped one here and one on

Prince into the lots. We don't remove handicapped spaces but we can move them. Not recommending their request specifically however it could be accommodated. Our preference is that there be two parking spaces there. But you could make it no parking.

Public Comment – none

Chair Donegan – leave it there but provides the access you're requesting.

Mr. Gardner – accept her proposition as recommended.

Chair Donegan – seems like a good solution

Vice Chair Andrews – the proposal is for clarity MOVE proposal 7 as presented by Bonnie Catena that the handicapped spot and the parking spot on Brewster Street be swapped.

Select Member Anthony seconded

3-0-0

Town Board Proposals - None

Staff Proposals

8. Request by the Town Manager to add parking to the East Side of Province Lands Road and to designate those spaces as Resident Permit Parking Only.

Request by the Town Manager to add parking to the East Side of Province Lands Road and to designate those spaces as Resident Permit Parking Only.

Team Recommendation: DOES NOT recommend. Staff raised the issued for discussion based on comments from the Select Board during recent public hearing. Staff recommends we defer any permanent parking improvement in this area until we finalize the overall design plans for the Rotary Park which is currently ongoing. Staff would like to propose a plan that includes both revenue generating and resident permit parking for this area.

Mr. Panagore – the request says Town Manager but it's on behalf of the Select Board

Chair Donegan – I was hoping to make on the other side of the street for clamming and in season resident parking only.

Mr. Gardner – would require some improvements. Currently working on a master plan for the rotary. You approved out of season parking without improvements.

Chair Donegan - would we need improvements?

Chief Golden – it is a soft shoulder.

Public Comment – none

Select Board Comment -

Vice Chair Andrews – in favor of waiting. All these cars where they are now; if someone wants to drive through and see they can't. It's beautiful and all you see is cars. Interested in seeing proposal. First landing park is in the

middle of a parking lot.

Chair Donegan –hoped the resident only area would be available for this year but if it isn't it isn't.

Chair Donegan MOVE to take no action

Vice Chair Andrews seconded

3-0-0

9. Request by the Chief of Police to eliminate the single public parking space in front of the residence located at 12 Standish Street in order to allow vehicles to safely back out of parking spaces at the approved store front parking plan of the CVS retail establishment fronting upper Standish Street

Request by the Chief of Police to eliminate the single public parking space in front of the residence located at 12 Standish Street in order to allow vehicles to safely back out of parking spaces at the approved store front parking plan of the CVS retail establishment fronting upper Standish Street.

Team Recommendation: Recommends. The CVS Special Permit conditions required the applicant to pursue the removal of the on-street parking space in front of 12 Standish Street.

Staff noted that there are concerns of people backing out of the spots at CVS and will hit a car and the ability of EMS to operate and added that the special permit conditions required CVS to pursue removing the space.

Public Comment – none

Select Board Comment –

Vice Chair Andrews - not in favor. My fear is this makes it easier for people to back out and turn onto Bradford street

Select Member Anthony – I'll go along with staff.

Select Member Anthony – I make a motion that we accept staff recommendation at 12A Standish. Chair Donegan seconded

2-1(ca)-0

10. Request by the Parking Department to ~~return the former Mayflower Trolley spot to parking on Standish Street. To~~ move the handicapped parking space on the east side of Standish Street back to the west side of Standish Street in the southernmost second spot and to extend the loading zone on the northeast corner of the intersection of Standish and Commercial Street. To designate to the other ~~two~~ spaces on the west side as paid parking. **Amended in red**

Request by the Parking Department to return the former Mayflower Trolley spot to parking on Standish Street. To move the handicapped parking space on the east side of Standish Street back to the west side of Standish Street in the southernmost spot and to extend the loading zone on the northeast corner of the intersection of Standish and Commercial Street. To designate to the other two spaces on the west side as paid parking.

Team Recommendation: RECOMMEND.

This will return parking spaces to Standish Street that were previously reserved for the Mayflower Trolley.

Up to three spaces are available. The first space (item 6) is requested by Arts Dune, the Second space is proposed as the handicapped space (moved from across the street) and the third space would be metered parking. The loading zone on the east side would be extended where the handicapped space is now.

6-4-2 SPECIAL BUSINESS PERMIT

F. ~~One (1) space on Standish Street north of the existing Spaces identified in Section D and north of the handicapped parking space shall be designated for permit holders of Sightseeing Vehicles from 6:00am to 9:30pm. The space shall be approximately 60 feet in length.~~

Mr. Rosati – the handicapped vehicle has been hit twice. And we'd like to extend loading zone back to original configuration.

Public Comment – none
Select Board Comment

Chair Donegan -- not inclined to support. Promised two and gave away one and making one handicapped. It looks like it works. It feels like were removing a parking space where there is a shortage of them.

Mr. Rosati – keep in mind we could extend the loading zone and we need that.

Chair Donegan – we discussed putting the loading zone over by the guest house.

Vice Chair Andrews MOVE item 10 as presented by Mr. Gardner.

Select Member Anthony seconded

2-1(td)-0

11. Request by the Parking Department to move the handicapped parking space on Prince Street to the Grace Hall Lot ~~and the handicapped parking space on Brewster Street to the MPL.~~ amended

Request by the Parking Department to move the handicapped parking space on Prince Street to the Grace Hall Lot and the handicapped parking space on Brewster Street to the MPL.

Team Recommendation: RECOMMEND.

Both spaces had been created years ago based on individual requests from adjacent residents. In both situations, the resident is no longer present and utilizing the spaces so they remain largely used. Moving them to adjacent parking lots where demand for handicapped spaces is more consistent means they will get greater utilization. Brewster is a Resident Permit Parking district, but Prince Street will be turned into an open space.

Public Comment – none
Select Board Comment -

Mr. Rosati stated that the handicapped person no longer lives near the spot on Prince Street.

Vice Chair Andrews- MOVE item 11 to move handicapped space from Prince to Grace Hall

Select Member Anthony seconded

3-0-0

12. Request by the Parking Department to relocate the 4 electric charging stations to within the MPL (exact location to be determined in conjunction with the equipment redesign of the MPL being designed by Desman & Associates). And to reduce the electric charging station fee from \$0.25 per 10 minutes to \$0.25 per 30 minutes.

Request by the Parking Department to relocate the 4 electric charging stations to within the MPL (exact location to be determined in conjunction with the equipment redesign of the MPL being designed by Desman & Associates). And to reduce the electric charging station fee from \$0.25 per 10 minutes to \$0.25 per 30 minutes.

Team Recommendation: RECOMMEND

Currently the spaces are charged a rate similar to the metered spaces in town at \$1.50/hour. Once moved inside the MPL, the \$3.50/hour rate would apply, except for permit vehicles. Actual electricity cost to the town is de minimums. We are proposing \$0.50/hour charging rate on top of parking rate to recoup some costs while incentivizing the use of electric vehicles.

A typical electric car (Nissan LEAF 30kWh) takes **4 hours** to charge from empty with a 7kW home charging point and approximately **\$3.30** (electricity at \$0.11 per kWh)

ARTICLE 10 ELECTRIC VEHICLES CHARGING ZONES

4-10-1 ELECTRIC VEHICLE CHARGING SPACES

Electric Vehicle Charging spaces shall be designated by the Board of Selectmen. Parking at these spaces shall be limited to electric vehicles which are plugged in at the metered station.

4-10-2 DESIGNATION

A. ~~Two (2)~~ Four (4) parking spaces for charging of electric vehicles shall be reserved at the ~~outside the entrance booth of the MacMillan Pier Municipal Parking Lot.~~

B. ~~Two (2) parking spaces for charging of electric vehicles shall be reserved at the guardrail on Ryder Street Extension near the exit of the MPL Parking Lot.~~

4-10-3 SERVICE FEE

Electric Vehicle Charging Space fees shall be based on the time spent in the space and shall be charged at a rate of \$0.25 for every ~~10-30~~ minutes. The fee shall apply 24 hours a day, year round.

4-10-4 PROHIBITIONS

A sign which reads, "Electric Vehicle Charging ONLY, all other vehicles may be towed" shall be placed in front of each designated space. Electric Vehicles must be connected to the meter at all times while in the space. Violators may be fined pursuant to Appendix D or towed.

Mr. Rosati – we have two spaces for them to leave cars and charge. Cars are saying there even overnight. They become prime parking spaces for expensive cars.

Chair Donegan what would happen to the spaces now?

Mr. Rosati – there should be no parking spaces there.

Mr. Panagore – Just moving the fence. There are two spaces in the travel lane and they would be moved inside. Other places this is just normal best practices.

Vice Chair Andrews - MOVE to approve item 12 as presented

Select Member Anthony seconded

2-1(td)-0

13. Request by the Parking Department to remove two 15 minute parking spaces adjacent to 164 Commercial Street and make them paid parking spaces as the adjacent unloading zone can accommodate the guest drop off for the guest houses in this area.

Request by the Parking Department to remove two 15 minute parking spaces adjacent to 164 Commercial Street and make them paid parking spaces as the adjacent unloading zone can accommodate the guest drop off for the guest houses in this area.

Team Recommendation: Recommend.

These spaces were originally designed as paid spaces attached to the kiosk at Atlantic. Just to the west of these spaces are paid spaces and just to the east of these spaces is a large unloading zone. Guest house customers may park in the unloading zone to check in and remove their luggage as long as the guest house provides a dash board placard that informs Parking Officer the reason why they are stopped in the unloading zone. This is how other guest houses along Commercial Street are treated in relation to unloading and check in.

Staff report

Mr. Gardner - these were originally designed to be paid parking spaces. Guest houses can still use with a placard. Then they should not be ticketed. This is how we treat other guest houses on Commercial Street.

Public comment –

Owner of Prince Albert guest house - A lot of history going back to 2005. Towns goals are to sustain businesses. Who will be hurt? Local guesthouses. New pot shop and lack of parking. Currently guests have to circle. People park illegally on Winthrop. Adding two more parking spots is not going to substantially impact the revenue. Tend to be used by residents. Police use those spots to monitor the end of tea dance.

Owner of Queen Vic guest house – would add that probably more revenue that comes in through ticketing. Local resident parking would not create revenue.

Select Board comment –

Vice Chair Andrews – That 15 minute spot is really useful. Revenue is nice but quality of life is more important. I'd be willing to keep you and roll one back. Probably the one closer to the West.

Chair Donegan – my sense is with a pot shop coming we should wait a year. We're going to have unknown traffic and congestion. Worried about us taking a 15 minute spot away. Pot shop has no parking. Two guest houses were purchased and came with a loading zone in front. If the parking dept comes back in a year and everything is going smoothly I might vote to adopt it.

Select Member Anthony – I feel it should be status quo. I wouldn't even eliminate one. Area generates a lot of business. Just assume leave it.

Chair Donegan MOVE not to accept article 13.

Select Member Anthony seconded

2-1(ca)-0

14. Request by the Parking Department to designate the area on Bradford Street east of Center Street "No Parking" due to the narrow shoulder.

Request by the Parking Department to designate the area on Bradford Street east of Center Street "No Parking" due to the narrow shoulder.

Team Recommendation: RECOMMEND.

The shoulder in this area is too narrow for cars to park without encroaching into the travel lane. Cars parked here are often ticketed due to encroachment.

Public Comment - none

Select Board Comment

Vice Chair Andrews – I think that parking space should stay if the hedge was trimmed properly.

Chair Donegan – Worried about even if you trim the hedge. Today I was driving on Bradford street and cars parked over the white line. Cars pull out to pass. Traffic stopping because cars in the public way. Cars will be over the line. Pedestrians will be over line further.

Mr. Waldo – I think it's a fair assumption. Don't think you're going to get the full width you want cutting back the hedges.

Vice Chair Andrews – typically two cars have parked there. If you take the one away where it gets narrow, I can live with that.

Chair Donegan – more pedestrians and bicycles are going up Bradford. Used to be rarely see walking and biking there. Cars parked push everything out into the road. Sideswipes a couple of weeks ago.

Chair Donegan MOVE that we accept proposal 14

Select Member Anthony seconded

2-1(ca)-0

15. Request by the Parking Department to amend the Parking and Traffic Regulations as follows:

Request by the Parking Department to amend the Parking and Traffic Regulations relating to senior vehicle permits as follows:

Team Recommendation: RECOMMEND. Parking Regulation for senior permits is confusing and includes conflicting language relating to the ability to have more than one qualifying vehicle per household. By cleaning up the language we make it clear that a single vehicle of anyone who is over 63 years of age and qualifying for a Resident Permit will be allowed to get a Resident Senior Permit at no cost.

6-2-1 RESIDENT STATUS FOR RESIDENT VEHICLE PERMIT

A vehicle which is garaged at a Provincetown residential address and pays an excise tax to the Town of Provincetown shall be eligible for the Resident Vehicle Parking Permit. Any individual who owns a vehicle that qualifies for a parking permit must have a valid registration and driver's license.

6-2-3 RESIDENT SENIOR VEHICLE PERMIT

The vehicle of a Provincetown resident over the age of 63 years at their last birthday shall qualify for a resident senior permit. Residency requirements and proof of residency are the same as the rules for Resident Passenger permits. ~~Only one (1) free senior parking permit shall be issued to each household.~~ A senior with two (2) vehicles shall only be entitled to one senior permit, ~~and both registrations have the same name and address; only one vehicle shall have a free senior permit.~~ The second vehicle shall have a \$55 resident permit. **If two seniors live at the same address shall be eligible for his/her own free senior permit.** The use of a senior resident permit shall be restricted to such times as the senior is operating, or a passenger in, the vehicle.

6-2-3 RESIDENT SENIOR VEHICLE PERMIT

The vehicle of a Provincetown resident over the age of 63 years at their last birthday shall qualify for a resident senior permit. Residency requirements and proof of residency are the same as the rules for Resident Passenger permits. Only one (1) free senior parking permit shall be issued to each household.

A senior with two (2) vehicles shall only be entitled to one senior permit. and both registrations have the same name and address; only one vehicle shall have a free senior permit. The second vehicle shall have a \$55 resident permit. If two seniors live at the same address shall be eligible for his/her own free senior permit. The use of a senior resident permit shall be restricted to such times as the senior is operating, or a passenger in, the vehicle.

Public Comment – none

Select Board Comment –

Mr. Gardner the existing language is internally contradictory. The change clarifies.

Mr. Panagore suggest keeping the last strike out sentence if two seniors live at the same address shall be eligible for his/her own free senior permit. (See above. Sentence in red which is where the strikethrough was removed)

Vice Chair Andrews MOVE to approve as amended.

Select Member Anthony seconded

3-0-0

16. Request by the Parking Department to amend the Parking and Traffic Regulations by increasing the rates and fees as follows:

Request by the Parking Department to amend the Parking and Traffic Regulations by increasing the rates and fees as follows:

CHAPTER 6 ARTICLE 1 PARKING PERMITS RATES AND RULES
6-1-1 RATES

Permits	Existing	Proposed
Resident	\$55	
Resident Senior (63 and older)	FREE	
Resident Commercial	\$140	
Property Owner	\$150	
Non Resident including MPL	\$350	
Non Resident excluding MPL	\$175	
Replacement Permit	\$10	
Utility Unit (Jerome Smith Lot)	\$500	
Jerome Smith 7 Day	\$50	<u>\$60</u>
Work Permit Commercial St.	\$5	
Boat Storage And Kayak Nov. 1 – March 31	\$50 up to 17 ft plus an add'l \$40 per foot up to 30 ft	
Board Member	\$5	
Fire And Rescue	FREE	
Resident Camper	\$150	
Non-Resident Camper	\$425	

CHAPTER 7 ARTICLE 1 REGULATION OF MUNICIPAL PARKING LOTS

7-1-1 FEE STRUCTURE

Parking Lots	Existing	Proposed
MacMillan Pier Lot 323 Spaces (10 handicapped)	\$3.50 Per Hour Maximum Daily \$35	
Grace Hall Lot 354 Spaces (8 handicapped)	\$2.25 Per Hour Maximum Daily \$25	<u>\$2.50 Per Hour</u> <u>Maximum Daily \$25</u>
Kiosk Lots	\$2 Per Hour	
Harry Kemp Johnson St. Lot Alden St. Lot Ryder St. and Lot Boatslip /Coast Guard Station School St. West End Lot Fire Station Lot VMCC Lot	31 Spaces + 2hp 33 Spaces + 2hp 32 Spaces + 2hp 26 Spaces + 3hp 19 Spaces + 1hp 29 Spaces + 2hp 44 Spaces + 2hp 26 Spaces + 1hp 49 Spaces + 2hp	
Mechanical Meters	\$1.50 Per Hour	
Jerome Smith Lot Standish St. Ptown Inn Victors Days Lot	39 Spaces + 2hp 9 Spaces + 1hp 9 Spaces + 1hp 9 Spaces + 0hp 9 Spaces + 1hp	

Team Recommendation: NO recommendation. Rates are considered a policy decision.

Public Comment – none

Select Board Comment –

**Vice Chair Andrews MOVE as presented
Select Member Anthony seconded
3-0-0**

**Select Member Anthony- Chairman question: Standish Street, agenda item on that?
Chair Donegan - not on the agenda yet, but it will be.**

Meeting was adjourned at 8:00 pm

Minutes transcribed by: Linda Fiorella

**TOWN OF PROVINCETOWN – SELECT BOARD
MEETING MINUTES – REGULAR MEETING
NOVEMBER 26, 2018 6:00 PM
TOWN HALL – JUDGE WELSH ROOM**

Chair Donegan convened the open meeting at 6:00 pm noting the following:

Board of Selectmen attending: Chair Tom Donegan, Vice Chair Cheryl Andrews, Members Robert Anthony, Lise King and Louise Venden

Excused:

Other attendees: Town Manager David B. Pangore and Secretary Linda Fiorella

Recorder: Linda Fiorella

Consent Agenda – Approval without objection required for the following items:

- A. *Approve Police Chief Golden’s request for a parking ban from December 28, 2018 to January 2, 2019 on Commercial Street between Johnson and Court Streets for the “First Light Provincetown” Event*
- B. *Community Housing Council – Susan Cook - Reappointment*
- C. *Public Landscape Committee – Curtis Balom from Alternate to Regular*
- D. *Approval of 286 Bradford Street (Dillion Property) Conservation Restriction – Conservation Agent Tim Famulare*
- E. *Naming the Shellfish Department’s nursery John H. Baldwin Nursery*

Without objection Chair Donegan waived the reading of the consent items and without objection they were approved unanimously by the Select Board.

1. Public Hearings:

- A. **Bas Relief Restoration** – To hear public comment on the proposed plan for the Bas Relief restoration.

Vice Chair Andrews read the legal notice:

EXHIBITS/DOCUMENTS: Public hearing notice, photos

Community Housing Specialist Michelle Jarusiewicz presented a history of the project including meetings with the Wampanoag and earlier input from the Select Board such as fencing changes and plantings, then provided updates including meetings with Conservation and more detailed input from the Wampanoag. She turned over the presentation to Ray Dunetz.

Mr. Dunetz agreed with Ms. Jarusiewicz’s description of the plan for the Wampanoag memorial of an engraved village scene. He discussed the relationship of the memorial to the Bas Relief. He added that the tree warden and committee weighed in on tree species choices.

PUBLIC INPUT:

Romolo Del Deo –asked about the restoration plan and process, expressed concerns about damaging the Bas Relief, and stated that the Art Commission should be consulted about the design along with the Wampanoag.

John Krajovic – Stated he opposes the location of the memorial because it goes against the recommendation of the Bas Relief design advisory committee. He supports the memorial just not in this location.

Pastor Brenda Haywood – Noted that she worked on creating the memorial with the Wampanoag and that the location is extremely important to them and that it would be an injustice to change the location.

Jennifer – Commented that this is a necessary re-contextualization and she appreciates its more prominent location and that they were involved in it.

SELECT BOARD INPUT:

Select Member King –I would love to see the opportunity – there are incredible Native American artists, Native American sculptors, we don't have a place yet in Provincetown honoring the work of a Native American artist. To see native American artists/sculptors. Open question to have a place in Provincetown to show love for Native American art. Wouldn't this be an amazing opportunity to do so.

Select Member Venden – It's a little distressing that people who have served on a committee seem to feel that they weren't really a part of this last redo which makes me wonder if we shouldn't step back and not rush this. If the Art Commission hasn't seen it I think that's an important issue we need to consider. There is also reason to consider another separate piece of land, whether it's down at First Landing Park which we are going to be redoing – because we can have more than one.

Select Member Anthony – thank you for the presentation and the public comments. It's a hard situation when facts come to you tonight on something that's been developing for the last two years.

Vice Chair Andrews – This is not the first time town has seen these renderings. Most nights this room is empty. I'm going to send a plea out to all of you folks who live here that really care about any of this stuff -- maybe form a social club and come to our meetings or at least read the agendas and call us about what you're interested in. The empty room the last couple of years hinders the work product. This is a multi-use space. Festivals and dances there. Has that been worked out that those events will continue in this space?

MJ – Our intent is to maintain events at the location. We're trying to keep the green area clear.

Vice Chair Andrews –If there was a report generated by the Bas Relief design advisory committee, please get us a copy. Any images available yet of the Wampanoag design. Public art is one thing– this is different. It is a relationship that we are trying to repair and the fact that the Nation has been involved in putting this together. Some things I'm happy to step back from and let them speak the way they want to speak.

The timeline and funding were discussed and Select Member Venden suggested bifurcating the two parts of the project.

Chair Donegan – Behind me is painting by Max Bohm. Beautiful piece of public art but reflects values that are no longer present in Provincetown. How we honor history changes from time to time. We have an opportunity to honor Wampanoag history in a unique way. A couple of ideas have come up that are interesting both here and First Landing Park. Louise has mentioned a good idea. I'm going to propose that we not close the public hearing but reopen it when we get to the funicular conversation and the use of this

park. As it relates to changing use pattern in the neighborhood. We have \$750,000, we have the ability to do it right. To me the profile of this looks like something meant to keep cars from driving on the lawn. It doesn't do the right service to the Wampanoag. It's not that its disagreeable but I'd like to see us put as much effort into the Wampanoag memorial as was put into the AIDS memorial.

Chair Donegan, without objection, recessed the public hearing until item 7G and moved item 7G up in the agenda after Public and Select Board Statements.

2. Public Statements:

Herbie Hintze – I think the Wampanoag memorial should be in a special place all by themselves.

Jennifer Cortes – Here about the request by the Board of Health. I live at Stable Path with three children. We are a family of 5 and we are plagued by second hand smoke exposure.

Michelle Jarusiewicz – Here to remind the public and the board about an economic development forum Wednesday, upstairs, at 6 pm. There will be refreshments.

Shira Kavon – On agenda item 6C, the contract report. I understand that there will be a contract from UMass about studying the effect of social media. I hope you approve the contract. I plan to volunteer my time to whatever group.

Jennifer Cabral – Police station – takes time to talk about it more.

Karen Jasper – police station – I wonder if a process could be developed to increase attendance at board meetings if things were shared earlier. Feels disrespectful to ask a committee to put in time and then have criticisms at the end.

Paul Teixeira – Funicular project: Please refer this to the Cape Cod Commission. I'm a direct abutter. Less than ten feet from my house. The Cape Cod Commission needs to look at this issue. Slope failure and flooding and what this project will do to that.

3. Select Board Member's Statements:

- Lise King – It's great that folks posted stuff on town talk and that's what has a lot of folks in the room tonight. Something we've been talking about is how we can do communications better and some of you have touched on that. Want you to know we hear you and we're working on it. I think having more push from the public is always a good thing. Answering to constituents is a really important part of keeping things moving. In defense of the public commentary I think committees can be doing a better job by sharing things sooner. I get that it slows the process down. That's not necessarily a bad thing especially when you're talking about building memorials or buildings or having public appropriations for millions of dollars that are going to impact our town for a long time. I want to say thank you to everyone paying attention to the Wampanoag story. It's not an easy thing to acknowledge but especially with everything going on in our country it's more important than ever. We welcome all the voices into the conversation. No disrespect is intended by asking to renovate this design; it's trying to elevate it and make it more respectful. Thank you for your input and support.

- Louise Venden – Thank you and thank you all for coming this evening. December 12th we are having a workshop on communication. There is an effort going on now to create a new website, something many of us have been hoping for some time. They’ve already begun the process of sitting down with staff and talking to a variety of people about what needs to be on it and how it needs to work. There are other pieces to the communication piece. I urge you to come to the workshop I think it’s at 2pm. I think it’s the first of other meetings – this is not going to be a simple answer. It is not all about social media. There are a lot of people in this Town who stay away from social media, including myself now, of course. There are lots of other ways, face-to-face ways we can go and interact with each other and take some of these proposals out to the public. The Building Committee is planning to hold forums, for the public, to show them the presentation they showed us; to provide more detail to explain why the costs have increased and give a sense of what the programming was and any of you who have done any building you know how complicated that can be, and imagine with a police station that it’s even more complicated. And also the exterior of this building is supposed to be wood and in the rendering it looks like concrete to me. We’re supposed to be talking about when these forums will be held tonight. I don’t see it in our materials but I know many of you are concerned about this and I hope you will come to the Building Committee meetings. They want to make sure you understand why they’ve taken the route they have and that your questions are answered. One other thing, Jake Graybill who happened to be a tenant of mine is now gravely ill. He’s in Illinois. He’s worked as a chef at Tin Pan Alley, at Provincetown Inn, and most recently at Harbor Hotel. He’s a great guy, he’s got a five year old daughter who goes to school here and his wife works at Prestige they live at 90 Shank Painter. I want to send good wishes out to him and hope for a speedy recovery. Something I’d like to see on our agenda is a memorandum of understanding between the Select Board and the Year Round Rental Housing Trust. A lot of good things are happening – this is a communication issue again – they can let the Select Board know and we can inform you of the steps that are being taken, what the challenges are, what the procedures are, what the tenancy and lottery procedure are etc so we can convey that to you. Thank you.
- Robert Anthony – I hope you all had a great thanksgiving, I think I did. I want to address the second hand smoke – she mentioned a lot of things but nowhere in her commentary did she mention the Board of Health. That should be the first step in talking about the second hand smoke and if the Board of Health decides to have a public hearing. I appreciate her coming to the Board of Selectmen tonight and telling us about this but I think it starts with the Board of Health. I would like to mention hopefully when we can get it together we can come to a consensus about what the Board’s role is.
- Cheryl Andrews – You folks at home and here tonight saw the police station design about two seconds after we did. You saw this design about two seconds after we did. The joys of the internet are --you are actually getting information pretty quickly. The only way you could possibly get it faster, and possibly impact all of this quicker is find this online – which is our packet – it gets posted on the town website. If you need help finding it, tell us. It goes on the Town website the week before. It goes to the press, town website. If you want to look at the agenda, see what’s going to be in front of us Monday night, look at the pictures, call us up and yell say, “Can you ask this, please?” You will be shocked at how happy we will be to hear from you. Then the next question is -- what to do with it? Some things we decide democratically for instance the funding for this project was decided at Town Meeting a year and a half ago. Once the funding happens the next steps start we advisory committees that form of volunteers, they work with the staff and it plays out over months and months. Generally, we don’t see it until you see it. This is actually working pretty well – what frustrates people is they don’t know how to impact our decision-making. Courtesy of Facebook you’re all doing a much better job than you were years ago and that’s helpful because I can go read it. That’s one way to get information, I also walk downtown and you talk to me, I also go to the Stop and Shop – There’s lots of places where the five of us go besides

Facebook, or our emails or our phones. You can talk to your friends. You can even throw a dinner party and invite one of us. If you want to be involved in this stuff, and I know you do because you drive by these things every day, then tell us and let's figure out a way to get you more involved. The only other thing is we're going to talk about contract with UMass over social discourse and I'm going to say this: for me personally, I'm very interested in seeing what happens on town talk because that is run by staff which means your taxpayer dollars are at work. The rest of the sites on Facebook, I have no interest in spending tax dollars trying to teach people how to be nice over there. That's not the world we live in and frankly, I've had friends that are public officials in other towns and you may not believe this but we're doing okay. We have a crowd that is fresh, but we always do.

- Tom Donegan – Happy Thanksgiving, I hope all had a healthy and good holiday. The police station design came to me, I actually like it, I saw it the Thursday before the Monday, and what worries me is we don't have enough... I read our Select Board packet and I don't think it's reasonable to expect people read it - its 400 pages long. It's dense and it clogs up your computer because it's enormously big in the memory. I would like a proposal from Town Manager or at least a budget item line on how much it costs to have these secondary boards, particularly ones that are working on these kinds of things to be on PTV. I think, ultimately, having this kind of thing, having Building Committee as it's working on public design, on PTV would have been much more helpful. I would have been alerted sooner about concerns. I think the architect could have been learned earlier and known what was coming up. I think the issues could have been addressed earlier. I feel a little bit ambushed by the process and I don't think the architect has had a chance to explain him-and-her-self, but we need to have that conversation. This process, as one of our public speakers mentioned, the sort of the 11th hour stuff, really doesn't produce the best result.

Move that the Select Board ask the Town Manager to investigate what it would cost to broadcast the majority of our board meetings on PTV

Motion: Chair Donegan Second: Select Member Anthony

Select Member King – we don't see it until everything is baked and then there is this pressure to approve it. More communication from the committees during the process is going to slow things down, and I don't think that's necessarily a bad thing.

Vice Chair Andrews – I'm going to vote no, though I agree there is an issue, I don't think taping more meetings is the solution.

VOTED

In Favor: 4

Opposed: 1 (ca)

Abstain:

4. Joint meeting/Presentations:

Chair Donegan reopened the Public Hearing on the Bas Relief and include the discussion on 7G1 and 7G2.

A. Agenda Item 7G Bas Relief -Sidewalks and Use of the Public Way at 106 Bradford Street.

a. Schedule Special Traffic Hearing to consider alterations to the Public Way

Chair Donegan noted that representatives from the PMPM were present and gave a brief history on the agenda item. He further invited requested Ms. Jarusiewicz and Mr. Dunetz to talk about the funicular and any effects it might have on the Bas Relief and the public way at 106 Bradford Street. The discussion covered concerns about traffic changes and traffic mitigation plans and other issues potentially coming out of a future Planning Board meeting on an updated PMPM traffic study that could impact the public way and the desire to have a public hearing to review before changes were put in place, and the desire for the Bas Relief park to continue to accommodate events.

MOVE that the Select Board vote to schedule a public hearing for January 14, 2019 to hear comment from the public on the sidewalks and use of the public way or any public property at 106 Bradford Street, including right of way, sidewalks, and the Bas Relief Park

Motion: Vice Chair Andrews Seconded: Select Member Venden

VOTED

In Favor: 5

Opposed:

Abstain:

Chair Donegan suggested holding a second public hearing on recommendations on the Wampanoag memorial on January 14, 2019.

Vice Chair Andrews made a motion on the Bas Relief and Bas Relief Park that the recording secretary was unable to transcribe in full. Vice Chair Andrews then made another motion.

Move that the Select Board vote to approve the final schematic design for the Bas Relief & Bas Relief Park, at 106 Bradford Street, as presented with a carve out with a second process be put into place that will specifically deal with the budget, the design process and anything else for the Wampanoag memorial and other than that you have the Board's approval to and to proceed with final design and bidding process.

Motion: Vice Chair Andrews Seconded: Select Member Venden

VOTED

In Favor: 5

Opposed:

Abstain:

Move that the Select Board continue the public hearing under 1A to January 14, 2019.

Motion: Vice Chair Andrews Seconded: Select member Anthony

VOTED

In Favor: 5

Opposed:

Abstain:

Without objection Chair Donegan moved to take out of order agenda item 4B Provincetown Public Pier Corporation, ahead of what had been 4A, Cape Light Compact.

B. Agenda Item 4B. Provincetown Public Pier Corporation – Expenditure from Reserve Account

Pier Corporation Chair Regina Binder introduced the Harbormaster Rex McKinsey and the other members of the PPC Board including Herbie Hintze, Scott Fraser, Carlos Verde and excused absence Rick Holland. She updated the Select Board on the project and the procedures in place for expenditures. Discussion included the cost and future issues.

Move that the Select Board vote to approve the Provincetown Public Pier Corporation’s expenditure of \$78,600 from the reserve fund.

Motion: Vice Chair Andrews Seconded: Select Member Anthony

Chair Donegan stated he wanted to see the reserve fund replenished.

VOTED

In Favor: 5

Opposed:

Abstain:

C. Agenda Item 4A Cape Light Compact - 3 Year Plan

Chair Donegan disclosed that he represents Provincetown on the Board of the Cape Light Compact and serves on committees there.

Briana Kane of Cape Light Compact updated the Board on Cape Light Compact’s 3 Year Energy Plan filing.

Ms. Kane noted that the presentation would focus on the energy efficiency programs including the history of those programs over the years including the home energy assessment and the current incorporation of strategic electrifications to make the Cape and Vineyard more resilient. She further discussed insulation installation, micro grids, and programs available to both owners and tenants and a current proposal to change a 90% cost coverage of weatherization to 100%. Further discussion included municipal projects, increased electric vehicle charging, programs geared toward businesses and non-profits and a plan to convert 700 non-gas heated homes to cold climate heat pumps, with offerings in different income groups, also including solar and storage. She added that there will be an impact on users’ bills due to the expanded program offerings, but that the benefits would outweigh the additional cost.

5. Appointments:

A. Scott Haag – Recycling and Renewable Energy Committee – postponed to a future meeting agenda.

B. Steven Baker – Water and Sewer Board

Chair Donegan recused at 8:28pm

Mr. Baker stated that he is a fulltime resident, formerly a part time resident, and that he has served on the Planning Board and feels like a good time to get involved with the Water and Sewer Board.

The Board thanked Mr. Baker for his past service and for applying to serve on another board.

MOVE that the Select Board vote to appoint Steven Baker as a regular member to the Water and Sewer Board effective immediately and expiring on December 31, 2018

Motion: Select Member Venden Seconded: Select Member Anthony

VOTED

In Favor: 4

Opposed:

Abstain:

Chair Donegan returned – 8:31pm

6. Town Manager / Assistant Town Manager:

A. Annual Winter Forum and Town Meeting Calendar Review

Mr. Panagore went through upcoming calendar items including town meeting warrant schedule, budget reviews, and roundtables, and the deadlines for the Legislature and the Governor's actions relating to potential changes in our local election date.

Move to approve the submission of the Charter Home Rule Petition as drafted by legal counsel.

Motion: Vice Chair Andrews

Seconded: Select Member Anthony

VOTED

In Favor: 5

Opposed:

Abstain:

Topics of discussion for the Town Meeting Forum were discussed as was the timing of the forum. February 9, 2019 was decided as the date for the forum.

B. Town Manager's Report – Administrative Updates

Mr. Panagore talked about the economic development forum and the outreach taken to inform the public including ads in the banner for two weeks, a survey posted on town talk, and email blasts to boards, committees, local business owners, and those who have attended previously.

He mentioned the Provincetown Commons ribbon cutting, shared updates on the town manager fall conference, that requests from Board Members on the elevation on the harbor and information on social media details related to tourism and the VSB were included in the packet.

Further requests for environmental impact assessments on the battery storage facility, the height of the structure at the end of the pier, and a summary on the details regarding the VSB were made.

C. Contract Report – Administrative

Current contracts were discussed as was the format of the contract report.

7. Requests:

A. Provincetown Farmer's Market – Status and request for waiver of fee Requested by Katherine Sanders

Katherine Sanders described her history with the Farmer's Market, the changes she has overseen, and the finances behind her request for a waiver of the fee. Select Board Members also suggested Ms. Sanders look in to applying for grants and some of them suggested she do that instead of requesting a fee waiver.

MOVE that the Select Board reduce the fee to \$125.

Motion: Vice Chair Andrews Seconded: Select Member Anthony

VOTED

In Favor: 3
Opposed: 2 (td, lk)
Abstain:

D. Proposed amendments to Select Board Policies 2011-06-27A and 2011-06-27B – Requested by the Provincetown Board of Health

Steve Katsourinis, Vice Chair of the Board of Health and Department of Health Director Morgan Clark presented a request to amend Select Board Policies to include language stating that in order to receive certain Town services at no charge, Affordable/Community Housing projects need to have a policy on smoking, and that HUD requires a policy on smoking but that the HUD rule does not currently apply to a number of our local housing projects. Concern about unintended consequences were discussed.

Without objection the agenda item was continued until the next meeting.

E. Reconstruction Project at the Bradford Street and Standish Street intersection

Sidewalk changes and the narrowing of Bradford Street were discussed with DPW Director Richard Waldo regarding concerns about traffic backup, and Emergency Services. Mr. Waldo agreed that traffic concerns are valid but that the traffic study suggested that the changes would make improvements to pedestrian traffic and safety. It was noted by Mr. Waldo and Mr. Panagore that steps have been taken to make Fire Department movement through the intersection easier.

F. Review current police station status, and confirm dates and schedule for Town Meeting forum

The Select Board, Town Manager and DPW Director discussed ways to involve and inform the public further on the Police Station project including planning dates to meet with the Building Committee, staff, and architect. The effect of major changes to the design on the budget were also brought up.

G. Town Sponsored events for Provincetown 400: Review and Plan

The status of Town sponsored events commemorating the Provincetown 400 were reviewed.

H. Discuss Policy 2015-11-09 Town Grant Acceptance and Contract Authority was TABLED

I. Item G parts 1 and 2 were moved up to Item 4A

J. Discuss and Consider referring the Provincetown Monument & Pilgrim Museum's Funicular Project

aka Bradford St Access Project to the Cape Cod Commission as a Discretionary Development of Regional Impact.

Discussion covered concerns about the potential impacts due to the Provincetown Monument and Pilgrim Museum's funicular project AKA Bradford Street access project and whether referring the project to the Cape Cod Commission was an option based on the current knowledge of the status of the project. Vice Chair Andrews made a request to see the reports of the applicant's engineers. Assistant Town Manager David Gardner also took part in the discussion describing some of the findings of some of the reports. The purpose of the Cape Cod Commission, the types of projects it gets involved in and expertise it offers was discussed as was the process that the project has gone through up to date.

MOVE that the Select Board make a discretionary DRI referral to the Cape Cod Commission for the funicular.

Motion: Chair Donegan Seconded: Select Member King

VOTED

In Favor: 2

Opposed: 2 (ra, lv)

Abstain: 1 ca

Motion failed.

8. Minutes: Approve minutes of previous meetings.

Move that the Select Board approve the minutes of:

November 7, 2018 2:00 pm, November 7, 2018 5:30 pm, November 13, 2018 6:00 pm, and November 13, 2018 5:00 pm as printed

Motion: Vice Chair Andrews Seconded: Chair Donegan

Select Member Venden objected to November 7, 2018 minutes being approved.

VOTED

In Favor: 4

Opposed: 1 (lv)

Abstain:

9. Closing Statements/Administrative Updates: there were no closing statements

Without objection the meeting was adjourned at 10:45 pm

Minutes transcribed by: Linda Fiorella

TOWN OF PROVINCETOWN – SELECT NOARD
MEETING MINUTES – JOINT MEETING TOWN OF TRURO BOARD OF SELECTMEN
TUESDAY, NOVEMBER 2017, 2018 2:00 PM
TOWN HALL – JUDGE WELSH ROOM

Vice Chair Andrews convened the open meeting at 2:07 pm noting the following:

Select Board attending: Vice Chair Andrews, Select Members Louise Venden, Robert Anthony, and Lise King

Excused: Chair Tom Donegan

Other attendees: Town Manager David Panagore, Assistant Town Manager David Gardner, Town of Truro

Selectmen: Chair Robert Weinstein, Vice Chair Maureen Burgess, Janet W. Worthington, Paul C. Wisotzky and Kristen Reed; Truro Town Manager Rae Ann Palmer, and Richard Brady, President of Matrix Consulting

Recorder: Linda Fiorella

Chair Robert Weinstein introduced the members of the Truro Selectmen, Town Manager and Assistant Town Manager.

Truro Town Manager Palmer described a brief history of the study on shared services and next steps to take.

1. Joint Meeting with Truro Board of Selectmen: Matrix Shared Services Update – Votes May be Taken

Mr. Brady began his presentation by discussing the experience of his company in working with municipalities and shared services. He described the advantages to sharing services in general and how they can benefit communities on the Cape, specifically. He spoke about the scope of work in the study and the process his company used to evaluate potential shared services between the two Towns including staff interviews, an online survey, and data collection. He noted areas of short term and long term opportunities for sharing services such as a joint committee to lead the process, a combined Assessor's Office, joint purchasing, parallel permit processing systems, IT systems, DPW and other equipment, facilities, and mutual aid on emergency response, training, a shared HR Director, a Regional Health District, and merging IT, dispatch systems, and recreational services, some of which have already been implemented to varying degrees. He encouraged the Towns to continue to increase shared services in a strategic and planned way.

Select Member Venden discussed permitting in the two Towns and Police and emergency communications and using the same technology.

Selectmen Worthington asked about the response to surveys and how many employees were interviewed. She expressed concern about the low number of people interviewed and sharing dispatching services. She asked about any recommendations on the Council on Aging services.

The dispatching concern was discussed by Mr. Brady and Select Member Anthony regarding police and fire dispatch. Select Member Anthony expressed concerns about compensation, liability, and potential union issues. Mr. Brady noted that merged dispatch creates opportunities for promotion, that liability is controllable, and that compensation shouldn't factor in to dispatch. The compensation ranges and potential differences for nonunion employees was discussed.

Truro Vice Chair Burgess noted that geographic area plays a role in dispatching. Emergency

communication was discussed and the advantages to consolidation.

Vice Chair Andrews shared an experience of using County resources to contract out a Health Agent and Town Manager Palmer added that the Towns currently share staff expertise and equipment. Vice Chair Andrews stated the opportunity for success was there and she supports expansion of shared services.

Truro Chair Weinstein expressed concern over finding employees and would support creating a committee and using an outlined format of the study results and developing first steps to improve the sustainability of the Towns. He expressed a desire to consider expanding the shared services as far as Eastham and increasing the number of meetings on the subject.

Select Member King expressed concern about the low response of Provincetown staff and residents to the survey and how the metrics were gathered and increased communication. Mr. Brady described the type of survey used and the costs involved in surveys and the result and response differences between residents and employees. Select Member King also discussed specific needs of the Outer Cape including aging population and loss of year round residents and whether they were taken into account during the process of the study. Mr. Brady explained the method of the study. Climate change and regional planning was discussed.

Truro Town Manager Palmer clarified that a specific survey postcard was not sent out.

Truro Selectman Wisotzky asked about the percentage of employees in the Towns' whose responses were included to gather information on the intensity of the response. He noted that he is more focused on policy discussions more than operation and expressed concerns about the Cape Cod Commission's representation of the Outer Cape.

Town Manager Panagore discussed the need to discuss the shared services model to employees.

Chair Donegan related a story about consolidating police services in the past and concerns about carefully considering changes. He discussed government efficiency and money saving aspects of shared services, and the steps taken by a potential working group.

Truro Town Manager Palmer suggested forming a group of policy and operational people to meet quarterly based on her experience at another Town and the importance of increasing success stories.

Chair Donegan pointed to the success of Lower Cape Ambulance and asked how to expand on that and its popularity. Mr. Brady noted that having regional services for emergencies and having floating units is efficient and that the changes he was recommending now would cost money but would attract employees.

Truro Selectman Worthington suggested focusing on services including those for elderly residents.

Select Board Member Venden noted that tradeoffs among the communities could be beneficial to both and shared aspects of the community.

Truro Chair Weinstein noted the elected bodies plus the management and shared service policy and discuss the desired goals and focus on the issue of sustainability. Starting with areas where steps can be taken in the

short term.

Truro Selectman Reed discussed building on areas that are already successful including library and recreational services and how to move forward and share services.

Truro Town Manager Palmer noted that Health and Conservation are already meeting regionally and potential operational levels where services can be shared like an HR Director. Town Manager Panagore added that the Health and Conservation areas can work together on coastal resiliency.

Select Member King discussed how to build on the successes of police and fire and the culture of service and sense of purpose and values. Using that as an example for other departments to get them to buy into a shift is to remind them of the shared values. We have more in common here than we have apart.

Truro Selectman Reed stated the shared values of the water is a place to start where there is common success and coastal planning.

Chair Donegan next step to put on agenda at the next meeting for a working group.

Truro Selectman Reed asked about including other towns.

Town Manager Panagore recommended the model of a quarterly discussion to increase the level of conversation to share their methods and structures and starting with Provincetown and Truro is a good first step while not precluding the other Towns.

Rae Ann – agree on the quarterly meeting decide who will be involved and then let David and Rae Ann work on coordinating. Keep it to a no quorum. Two members from each board.

Reed – next meeting on the 11th.

Donegan next meeting on the 10th and will come back with two people.

DP – sessions with other departments.

Wiz – have a draft scope of the joint committee at the meeting.

CA – issue a report as something to pass on as staff changes.

Weinstein on agenda on the 11th.

Chair Donegan thanked the Truro board

Weinstein thanked the Provincetown board.

Weinstein motion to adjourn reed second vote 5

Without objection the meeting was adjourned at 3:59 pm

Minutes transcribed by: Linda Fiorella

Other boards adjourned

**TOWN OF PROVINCETOWN – SELECT BOARD
MEETING MINUTES – JOINT MEETING
MONDAY, DECEMBER 3, 2018 5:00 PM
TOWN HALL – JUDGE WELSH ROOM**

Vice Chair Andrews convened the open meeting at 5:00pm noting the following:

Select Board attending: Vice Chair Andrews, Select Members Louise Venden, Robert Anthony, and Lise King (arrived at 5:14)

Excused: Chair Donegan

Other attendees: Town Manager David Panagore, Tourism Director Anthony Fuccillo

Visitor Services Board: Chair Rick Murray, Vice Chair Lesley Marchessault, Susan Avellar, Regina Cassidy, Andrea Sawyer, and Jay Gurewitsch

Provincetown Chamber of Commerce: Patrick Patrick and Radu Luca

Provincetown Business Guild: Fred Latasa and Robin Lapidus

Recorder: Linda Fiorella

1. Joint Meeting with Visitor Services Board and Tourism Department, Provincetown Chamber of Commerce President and Executive Director, and Provincetown Business Guild President and Executive Director: General Discussion on Tourism in Provincetown– Votes May Occur.

VSB Chair Murray introduced the members of the VSB, and the attendees from the Chamber of Commerce and PBG introduced themselves after which Vice Chair Andrews introduced Tourism Director Anthony Fuccillo.

Vice Chair Andrews went through the packet, describing the reports and memo's contained in each section.

A. Marketing strategies statement of each organization

Each organization discussed their marketing strategies. Mr. Patrick introduced Radu Luca. Mr. Patrick stated the mission of the chamber is to promote tourism and the general good of the entire community. He discussed that the Chamber cooperates with other chambers, and is involved with cruise ships and h2b visa legislation lobbying. Mr. Patrick described a history of the Chamber's marketing and tourism innovations such as lighting the Monument and introducing the first shuttle. Mr. Luca noted the success of the recent Holly Folly and that he is looking forward to serving in his new role at the Chamber.

Ms. Lapidus handed out an additional document, a marketing update for the Provincetown Business Guild. Mr. Latasa described the PBG's goals and current platforms. Mr. Latasa discussed expansion of the marketing platform to encourage year round travel to Provincetown.

Select Board Member King arrived at 5:14.

Mr. Latasa described the audience markets the PBG targets based on events and times of the year and marketing tactics for the past year and going forward including press releases and media relations as well as digital advertising.

The Select Board then commented and asked questions. This involved discussion of analyzing data gathered from both organizations, the use of experts and being responsive to current information, he strategies of advertising to people based on their geographical distance from the Town, and the Chamber, PBG and VSB combining resources. Further discussion covered ways the public can make

comments and suggestions including attending VSB meetings, emailing the tourism department at tourism@provincetown-ma.gov, and volunteering at the PBG which Ms. Lapidus stated she sees the PBG as a 24 hour concierge for the Town.

Mr. Patrick noted they receive tens of thousands of comments and questions and feels confident in the the organizations' ability to provide customer service.

Attendees also discussed how to measure success and variations in tourism over time and depending on season, the varied interests of tourists, and challenges to extending the season such as employee housing. It was noted that public private partnerships could help with some challenges and the potential for using sophisticated market research and government tools to incentivize year round business.

B. VSB presents 5 Year Plan

i. General Comments and Elements for follow up

Mr. Fuccillo described the Five-Year Plan and the budget for FY2020 including room and meals tax revenues and expenses, highlighting the changes in their plan this year.

Mr. Murray noted the Visitors Services Board's desire to keep their rollover money in the VSB budget instead of moving all of it to other departments, such as public works or the airport.

Mr. Fuccillo stated that they have fine-tuned their social media and digital marketing and described their print and radio strategies.

Select Member Venden requested information on specific economic impact over time.

Move that the Select Board vote to accept the five year plan

Motion: Select Member King Second: Select Member Anthony

VOTED

In Favor: 5

Opposed:

Abstain:

ii. November 13, 2018 Progress Report – Questions

Mr. Fuccillo requested that questions be saved to a later date since the information in the report is new.

iii. Town Meeting Articles Approval

Move that the Select Board vote to approve the following article for Annual Meeting for 2019.

***Expenditures from the Tourism Fund.* To see if the Town will vote to transfer from the Tourism Fund the sum of \$750,000 to be expended under the direction of the Board of Selectmen and the Visitor Services Board to fund the following expenditures which market, beautify or enhance tourism in Provincetown pursuant to Chapter 178 of the Acts of 1996:**

- 1. \$140,000 for coordination/support of the Visitor Services Board and the Tourism Department, and costs related thereto;**

2. \$350,000 for marketing, and costs related thereto;
 3. \$50,000 for municipal projects, and costs related thereto;
 4. \$200,000 for tourism grants, and costs related thereto;
 5. \$10,000 for Beautification Committee, and costs related thereto;
- or to take any other action relative thereto.

Motion: Select Member King

Second: Select Member Anthony

VOTED

In Favor: 5

Opposed:

Abstain:

Mr. Murray stated that the \$200,000 spending will be discussed at a VSB meeting on January 3 at 9:30am and that the public can make comments at the beginning of the meeting.

There was further discussion of public comments and the procedure involved related to grants and of shortening the lag time between the grants being voted on by the VSB and coming before the Select Board and also covered conflict of interest and the appearance of conflict of interest.

C. Execution of Plan – Where are we going and how do we get there? Staffing, supporting services and organizational considerations

Vice Chair Andrews tabled agenda item C

D. Provincetown 400 – Events

i. Event Planning

Vice Chair Andrews noted that the Provincetown 400 will have a Press Release on December 10, 2018. The discussion covered the desire for having a cohesive message on the Provincetown 400, upcoming marketing for the Provincetown 400, and if the VSB, Chamber, and PBG would be interested in co-sponsoring events such as those voted on by the Select Board at their June 11, 2018 Regular Meeting and other events not yet brought up such as the 5 weeks that the Pilgrims were in Provincetown's harbor.

Mr. Patrick stated that the Chamber would be interested in participating and that the h-2b visas will effect his ability to participate. Further discussion of the h-2b visa process took place.

E. Tourism Department Website Contract – Progress Update

The Select Board and attendees spoke of the website contract and the new website.

Without objection the meeting was adjourned at 7:03 pm

Minutes transcribed by: Linda Fiorella

Visitors Services Board adjourned at 7:03



**Provincetown Select Board
AGENDA ACTION REQUEST**

Monday, December 10, 2018

9

CLOSING BOARD MEMBERS' STATEMENTS

Requested by: Select Board

Action Sought: Approval

Proposed Motion(s)

Motions may be made and votes may be taken.

- Cheryl Andrews
- Lise King
- Louise Venden
- Robert Anthony
- Tom Donegan

Additional Information

- Please see attached Select Board's 2019 Draft Calendar

Board Action

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>

Selectmen's Meeting Calendar 2019

Tuesday, January 1		New Year's Day
Monday, January 14	6:00 pm	Regular Meeting
Tuesday, January 15	5:00pm	Budget Meeting
Wednesday, January 16	5:00pm	Budget Meeting
Tuesday, January 22	5:00pm	Budget Meeting
Wednesday, January 23	5:00pm	Budget Meeting
Monday, January 21		Martin Luther King Day
Monday, January 28	6:00pm	Regular Meeting
Monday, February 11	6:00pm	Regular Meeting
Monday, February 18		Presidents' Day
Monday, February 25	6:00pm	Regular Meeting (Insert Articles) Joint Meeting with FINCOM
Monday, March 4	5:00pm	Special Meeting (Approve Warrant for Publication)
Monday, March 11	6:00pm	Regular Meeting
Monday, March 18	6:00pm	Special Meeting Public Hearing (Vote article recommendations)
Monday, March 25	6:00pm	Regular Meeting
Monday, April 1	5:00pm	Town Meeting
Tuesday, April 2	5:30pm	Town Meeting (As needed)
Wednesday, April 3	5:30pm	Town Meeting (As needed)
Thursday, April 4	5:30pm	Town Meeting (As needed)
Monday, April 8	6:00pm	Regular Meeting
Monday, April 15		Patriot's Day
Monday, April 22	6:00pm	Regular Meeting
Monday, May 13	6:00pm	Regular Meeting
Monday, May 27		Memorial Day
Monday, May 28	6:00pm	Regular Meeting
Monday, June 10	6:00pm	Regular Meeting
Monday, June 24	6:00pm	Regular Meeting
Thursday, July 4		July 4th Celebration
Monday, July 8	6:00pm	Regular Meeting
Monday, July 22	6:00pm	Regular Meeting
Monday, August 12	6:00pm	Regular Meeting
Monday, August 26	6:00pm	Regular Meeting
Monday, September 2		Labor Day
Monday, September 9	6:00pm	Regular Meeting
Monday, September 23	6:00pm	Regular Meeting
Monday, October 14		Columbus Day
Tuesday, October 15	6:00pm	Regular Meeting
Monday, October 28	6:00pm	Regular Meeting
Tuesday, October 29	5:00pm	Annual Traffic Hearing
Monday, November 11		Veteran's Day
Tuesday, November 12	6:00pm	Regular Meeting
Thursday, November 28		Thanksgiving Day
Friday, November 29		Day after Thanksgiving
Monday, November 25	6:00pm	Regular Meeting
Monday, December 9	6:00pm	Regular Meeting
Wednesday, December 25		Christmas Day