



## Town Manager Search Committee

# Meeting Agenda

The Provincetown Town Manager Search Committee will hold a public meeting on Thursday, July 18, 2019 at 1:00 p.m. in the Caucus Hall, Town Hall, 260 Commercial Street, Provincetown, MA 02657.

1. First meeting of the Town Manager's Search Committee. Topics include, but not limited to; (Votes may be taken on the following items)
  - a. Election of Officers
  - b. Search Committee Protocol
  - c. Executive Search Consultant Information
  - d. Town Manager's Job Description
  - e. Upcoming Schedule and Future Meetings

Posted by the Assistant Town Clerk [www.provincetown-ma.gov](http://www.provincetown-ma.gov), 07/16/2019, 10:50am AR



**Town Manager's Search Committee**  
**AGENDA ACTION REQUEST**

**Thursday, July 18, 2019**

**1**

# INTRODUCTION MEETING

Election of Officers and scheduling future meetings

**Requested by:** Elizabeth Paine, BOS Secretary

**Action Sought:** Procedural

## Proposed Motion(s)

Move that the Town Manager's Search Committee vote to appoint \_\_\_\_ Chair.

Move that the Town Manager's Search Committee vote to appoint \_\_\_\_ Vice Chair.

Move that the Town Manager's Search Committee vote to appoint \_\_\_\_ Clerk.

Move that the Town Manager's Search Committee agree to meeting every 1<sup>st</sup> and 3<sup>rd</sup> Thursday of the Month at 1 pm.

Move that the Town Manager's Search Committee hold a community forum on \_\_\_\_.

## 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 SEARCH COMMITTEE**

	<b>First</b>	<b>Last</b>
1	<b>Elaine J.</b>	<b>Anderson</b>
2	<b>Lorrie "Lee"</b>	<b>Ash</b>
3	<b>Marianne</b>	<b>Clements</b>
4	<b>Alfred P.</b>	<b>Famiglietti</b>
5	<b>Steve</b>	<b>Katsurinis</b>
6	<b>Richard</b>	<b>Murray</b>
7	<b>Robert</b>	<b>O'Malley</b>
8	<b>Leslie</b>	<b>Sandberg</b>

Non voting member – Truro Town Manager Rae Ann Palmer

# Public Notice

## Town Manager Search Committee

The Provincetown Select Board is inviting applications from town residents to serve on a committee to assist the Board and its consultant in the search for a new town manager. Charges for this committee are listed below.

### Charge: Town Manager Search Committee

**Overall Charge:** To assist the Select Board and consultant in the initial screening and selection of a new Town Manager for the Town of Provincetown.

### **Specific Charges**

1. Become familiar with the role, responsibility and authority of the position of Town Manager. Study the Home Rule Charter that establishes the form of government and in particular Chapter 3 Select Board and Chapter 4 Town Manager.
2. Make suggestions to the Select Board and consultant concerning a profile of the Town of Provincetown and the Town Manager position. The profile prepared by the consultant shall be reviewed and approved by the Select Board prior to publication.
3. With the assistance of the consultant consider, in confidence, applications and resumes submitted for the position; compare the experience and qualifications of candidates against the profile established by the Board of Selectmen for the position; screen applications for further review and personal interviews by the consultant and search committee.
4. Members of the search committee will treat all applications in confidence.
5. Members of the committee should expect to meet up to 4 times a month for an indeterminate number of months until the search is completed.

**Applications can be obtained online at [www.provincetown-ma.gov](http://www.provincetown-ma.gov) or at the Office of the Select Board, Town Hall, 260 Commercial St., Provincetown, MA 02657 and should be submitted no later than Thursday, June 20, 2019 at 11:00 am to: Select Board, Town Hall, 260 Commercial St., Provincetown, MA 02657 or emailed to [epaine@provincetown-ma.gov](mailto:epaine@provincetown-ma.gov)**

Posted: <http://www.provincetown-ma.gov>  
Provincetown Banner: May 30 and June 6, 2019



*The Leader in Public Sector Law*

## SEARCH COMMITTEE PROTOCOL

The following procedures may be used as a general guideline for conducting a search for a position to be filled by a committee. The terms “search committee” and “preliminary screening committee” are used interchangeably throughout.

### I. General Guidance

- All provisions of the Open Meeting Law (“OML”) apply to a search committee, including the requirements for posting detailed meeting notices, convening open sessions prior to going into executive session, making the statement required prior to convening executive session, taking a roll call vote for such purposes, and keeping detailed minutes of all open meetings and executive sessions.
- As a general rule, matters discussed in executive session may not be publicly discussed or disclosed except in accordance with a vote of the search committee, particularly where privacy rights of individuals may be implicated.
- Communications between or among members in person, or by telephone, e-mail or social media are strongly discouraged in consideration of the importance of the work of search committees and the privacy issues at stake; communications initiated by members of the search committee must be limited to scheduling purposes only.
- All provisions of the Public Records Law (“PRL”), subject to any applicable exemptions, apply to records made or received by a search committee, meaning that the materials created by or submitted to the search committee are subject to mandatory disclosure upon request unless falling within one of the limited exemptions to the law.
- Members of the search committee are “Municipal Employees” for purposes of the Conflict of Interest Law and should be aware of the restrictions and obligations of the law; unless designated as “special”, this fact can vastly limit the ability of members to also hold a paid position with the municipality or to appear on behalf of or otherwise represent others in matters in which the Town has a direct and substantial interest.

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- A preliminary screening committee must consist of fewer than a quorum of the members of the parent body, but may contain additional members who are not members of the parent body. A public body acting as an appointing authority may not utilize executive session Purpose 8 (G.L. c. 30A, §21(a)(8)) to act as a preliminary screening committee.

## II. Procedures

The below suggested steps are meant as a guide; variations may be made as appropriate for a particular hiring or appointing situation, provided that the applicable provisions of state and local laws, including charters, bylaws or ordinances, or special acts, are observed.

### *Step 1: Establish Parameters of the Search Process – Open Session (whether done by the appointing body or the search committee)*

- Develop position criteria, minimum qualifications and application procedures.
- Establish a procedure for issuance and receipt of applications and deadlines for submissions and decision making.
- Determine how many candidates will be recommended to the appointing body as finalists, so that it is clear when the search committee's work is done. In general, a preliminary search committee must recommend more than one finalist to the appointing body. Be aware that both the Attorney General's Office and at least one court have concluded that using the preliminary screening process to winnow applicants down to only one finalist, all in executive session, violates the OML.

### *Step 2: Receive and Discuss Applications – Executive Session if OML Conditions are Met (Note - Step 2 and Step 3 may occur in reverse order or simultaneously)*

- Pursuant to G.L. c. 30A, §21(a)(8), a search committee may meet in executive session to consider or interview applicants for employment **if the chair declares** that an open meeting will have a detrimental effect in obtaining qualified applicants.
- Generally, a search committee may enter executive session if one or more candidates have stated that they wish their candidacy to be considered confidentially at the initial stages of the search process.
- At this initial stage, if confidentiality is invoked, the search committee may discuss in executive session each of the applications received and determine which candidates, if any, will be invited for a first round of interviews.

***Step 3: Develop Interview Questions – Open Session***

- Core questions should be developed by the search committee in open session prior to the interviews.
- It is generally recommended that each candidate be asked the same core questions.
- If there is interest in asking candidates questions for which they are required to provide an instinctive answer, each member of the search committee could be asked to prepare a single question for such purposes, and each candidate could be asked that question in executive session.

***Step 4: First Round of Interviews – Executive Session if OML Conditions are Met***

- A search committee may interview each candidate in executive session if the requirements of Purpose 8 of the Open Meeting Law are met, as described above.
- A search committee may discuss in executive session the merits of each candidate, and decide whether the candidate will be invited for a second round of interviews or named as a finalist to be recommended to the appointing body.

***Step 5: Second Round of Interviews – If Applicable***

- Additional candidates may be interviewed.
- Similarly, candidates previously interviewed may be called back for a second interview provided that number of eligible candidates has not dropped to the number of candidates the search committee has indicated will be recommended as finalists to the appointing body.

***Step 6: Notify Finalists and Make Recommendation to the Appointing Body***

- Once the search committee has recommended finalists to the appointing body, executive session Purpose 8 of the Open Meeting Law no longer applies and the remainder of the process must be carried out in open session.
- To protect privacy, prior to making a recommendation to the appointing body, each finalist should be notified of the search committee's decision and given an opportunity to withdraw their name from consideration.
- If the process was conducted in executive session, only the names of the finalists who agree to be considered by the appointing body should be released publicly.

### ***Step 7: Appointing Body Interviews Finalists – Open Session***

- Once finalists have been recommended to the appointing body, such board or committee's consideration of such finalists must occur in open session, including interviews of the candidates identified as finalists.
- There is no limit on the number of times a particular candidate may be interviewed in open session.
- Executive session may only be used for strategy with respect to negotiations with non-union personnel, or to actually negotiate an employment contract; in our experience, the appointing body will often delegate this responsibility to a single member or a designee, and then have that person bring recommendations back to the entire board.
- If all interviews are unsuccessful, a search committee may be tasked to revisit the search process, starting as far back in the process as Step 1, or later in the process.

### **III. Open Meeting Law, Public Records Law, and Conflict of Interest Law – Further Implications**

In addition to the issues addressed above, the Open Meeting Law, Public Records Law, and Conflict of Interest Law apply to screening committees and their members in additional ways.

#### ***Open Meeting Law***

1. Meeting Notice - Screening committee meetings must be posted in accordance with the OML, and all meetings must first convene in open session. The screening committee must provide at least 48 hours posted notice of any meeting, Saturdays, Sundays, and legal holidays excluded. The agenda must include notice of an executive session (if one is to be held), and the general topics to be discussed, such as, "G.L. c.30A, §21(a)(8) - To review resumes of candidates as part of the preliminary screening process for the appointment of a \_\_\_\_\_."
2. Determination of Chair – When use of executive session is appropriate, the motion to convene in executive session should state that the chair has determined that an open meeting will have a detrimental effect in obtaining qualified applicants (this statement may also appear on the meeting notice itself).
  - The chair may only make this declaration if one or more candidates has stated that they desire that their candidacy be considered, during the preliminary screening stages, only in executive session.

- Candidates should be asked this question prior to the screening process, either verbally or by including the question on the application form.
3. Roll Call Votes - Where an executive session is held, the vote to go into executive session and any votes taken during executive session, including the vote to dissolve the executive session, must be by roll call. The vote to convene in executive session must state whether the screening committee will return to open session after the executive session.
  4. Detailed Minutes - Detailed minutes of both open and executive session meetings must be kept. Executive session minutes are best maintained separately from the minutes of any open session to avoid inadvertent disclosure. The names of candidates screened as well as the substance of questions asked and the answers provided must be included in the executive session minutes. *Do not discuss any matters in executive session that do not relate directly to the screening of candidates or were not otherwise included in the agenda notice.*
  5. Non-finalists - Names and identifying details of candidates properly considered in executive session during the screening process who are not identified as finalists may be kept confidential permanently, even after the selection is made. This means that the names and identifying details of such applicants may be withheld in response to a public records request for same. (Citation should be made to the first and second clauses of G.L. c.4, §7, clause 26(c), and to exemption (7) of the OML, to comply with the provisions of G.L. c.214, §1B, protection of personal privacy rights).
  6. Deliberations (e-mail, etc.) - General OML principles govern email and personal communications created during the process, whether between screening committee members, committee members and applicants, other city or town officials, and the like. As such, use of e-mail should be avoided other than for the purpose of scheduling meetings and distributing information created by others. Screening committee members should therefore avoid e-mailing, using social media about, or discussing with one another any ideas, beliefs, reflections or opinions concerning the appointment process or candidates, and should never use “reply to all”.

### **Public Records Law**

1. Emails of screening committee members that relate to the business of the committee, even if exchanged through private email addresses, are public records and must be retained and disclosed if requested and if no exemption from disclosure applies.
2. Of note, as the privacy interests held by applicants who do not reach the finalist stage are significant, it may be that the executive session minutes of the screening committee meetings may be withheld from disclosure or redacted under the Open Meeting Law as it operates through exemption (a) of the Public Records Law and

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under the first and second clauses of exemption (c) of the Public Records Law. The application of these exemptions requires case-by-case analysis, however.

3. As a general matter, resumes of finalists (but not necessarily other application materials) discussed in open session, are public records. Should a public records request be made for other application materials, such as resumes of non-finalist candidates, careful consideration is required in determining whether withholding or redaction of the requested records is appropriate. This area of the law continues to evolve. Such documents should be handled confidentially, regardless, to avoid inadvertent disclosure.

### **Conflict of Interest Law (“COI”)**

1. Definition of “Municipal Employee” - Members of a screening committee are considered municipal “employees” for purposes of the COI, regardless of whether they are paid or unpaid. A municipal employee is subject to certain limitations with respect to holding additional positions with the municipality if one is paid, and also from representing another in interactions with the municipality. These restrictions apply less strictly to “special municipal employees”. The appointing authority may therefore wish to consider whether a screening committee (i.e., not a single individual on the committee) should be designated as a “special municipal employee” position. If a member of a screening committee holds a paid position with the municipality, they should seek an opinion from the State Ethics Commission, or city solicitor or town counsel, in accord with any applicable policies, concerning the same.
2. Improper Disclosure of Records - General Laws c.268A, §23(C) prohibits a current or former municipal employee from knowingly, or with reason to know, accepting employment or engage in business activities that would require disclosure of confidential information received by reason of their official position. The same law prohibits a municipal employee from improperly disclosing or using, for personal interests, information acquired during the course of their official duties that falls within the exemptions to the definition of public records in G.L. c.4, §7, clause 26. Thus, executive session information may not be revealed until the search committee votes to release the executive session minutes.
3. Financial Interests – General Laws c.268A, §19 prohibits municipal employees from participating in any matter in which the employee, an immediate family member, or their employer, has a financial interest. Other prohibitions apply. Appointed officials may seek an exemption to this prohibition before “participating” in the matter in which they have a conflict. Note that the term “participation” is interpreted broadly, and includes “sitting at the table”, even if the employee does not discuss the matter. If an employee has concerns about the applicability of the law before they take action, they may contact the State Ethics Commission, or city solicitor or town counsel, in

accord with any applicable policies. If a screening committee member learns that an immediate family member, neighbor, friend, or business associate has applied for the position, the most protective way for the employee to proceed is to seek and receive an opinion before participating.

### **Helpful Links**

Attorney General's Open Meeting Law Website:

<http://www.mass.gov/ago/government-resources/open-meeting-law/>

Secretary of the Commonwealth Public Records Law:

<http://www.sec.state.ma.us/pre/preidx.htm>

State Ethics Commission Website:

<http://www.mass.gov/ethics>

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## Reasons for Convening Executive Session (M.G.L. c.30A, Sec. 21(a) – Effective July 1, 2010)

1. To discuss the reputation, character, physical condition or mental health, rather than professional competence, of an individual, or discuss the discipline or dismissal of, or complaints or charges against, a public officer, employee, staff member or individual. (*See Rights of Individuals – next page*)
2. To conduct strategy sessions in preparation for negotiations with non-union personnel or to conduct collective bargaining sessions or contract negotiations with non-union personnel.
3. To discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the public body and the chair so declares.
4. To discuss the deployment of or strategy regarding security personnel or devices, e.g., a sting operation.
5. To investigate charges of criminal misconduct or to consider the filing of criminal complaints.
6. To consider the purchase, exchange, lease or value of real estate, if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body.
7. To comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements.
8. **To consider or interview applicants for employment by a preliminary screening committee, if the chair declares that an open meeting will have a detrimental effect in obtaining qualified applicants. This shall not apply to any meeting regarding applicants who have passed a prior preliminary screening.**
9. To meet with a mediator regarding any litigation or decision; provided that (i) any decision to participate in mediation shall be made in open session and the parties disclosed and (ii) no action shall be taken with respect to the issues involved without deliberation and approval of the action at an open session.
10. To discuss trade secrets or confidential or proprietary information regarding activities by a governmental body as energy supplier, municipal aggregator or energy cooperative, if an open session will adversely affect conducting business relative to other entities making, selling or distributing energy.

## **Procedures for Convening Executive Session**

1. The meeting must be convened in an open posted session, with executive session listed on the agenda when reasonably anticipated by the chair.
2. The chair states the purpose for the executive session, stating all subjects that may be revealed without compromising the purpose of the executive session (and, under exemptions 3, 6, and 8, makes the required declaration).
3. A majority must vote in a recorded roll call to go into executive session.
4. The chair announces whether the meeting will reconvene in open session.
5. Accurate minutes and other records of the executive session must be maintained, with all votes recorded by roll call.

## **Rights of Individuals (Exemption 1)**

1. When a governmental body wishes to discuss: (a) the reputation, character, physical or mental health of an individual; or (b) the discipline or dismissal of or complaints or charges brought against a public officer, employee, staff member or individual, it must notify that person in writing at least 48 hours in advance of the meeting, not including Saturdays, Sundays or holidays.
2. Written notice may be waived by the individual.
3. The individual may request that the meeting be held in open session.
4. If an executive session is held, the individual has the right to be present for deliberations and to speak, and to have counsel or a representative of choice present for the purpose of giving advice but not for active participation.
5. The individual may have an independent record of the executive session created by audio recording or transcription, at the individual's expense.

TOWN OF PROVINCETOWN  
SOLICITATION OF PRICE QUOTATIONS  
EXECUTIVE SEARCH CONSULTING SERVICES FOR THE  
RECRUITMENT AND SELECTION OF A TOWN MANAGER

A. Purpose of this Solicitation for Quotes

The Town of Provincetown Select Board seeks consulting services for the recruitment and selection of an appropriate candidate for the position of Town Manager for the Town of Provincetown, Massachusetts.

B. Schedule

Interested parties shall submit a written quote for services. Quotes shall be received by the Select Board, in the Selectmen's Office, Provincetown Town Hall, 260 Commercial Street, Provincetown, MA 02657 **no later than 3:00 PM on Tuesday, July 2, 2019.**

C. Awarding Authority

The awarding authority is the Town of Provincetown acting by and through its Select Board.

D. Clarification of Quotes

The Town of Provincetown reserves the right to contact any party for the purpose of clarifying a quote and/or requesting additional information.

E. Confidentiality

Under Massachusetts General Laws, the Town cannot assure the confidentiality of any material or information that may be submitted by any parties in response to this Solicitation for Quotes. Thus, those who choose to submit confidential material or information do so at their own risk. Quotes received by the Town become public documents available for inspection by interested parties. All quotes received are subject to the Massachusetts Public Records Law, M.G.L. c. 66, § 10, and to M.G.L. c. 4, § 7, cl. 26.

F. Quality Requirements

Each quote shall meet all of the following criteria:

1. Consulting agencies shall have been in business for a minimum of five years.
2. Consulting agencies shall have experience doing comparable satisfactory work for at least five municipalities.
3. Consulting agencies shall have at least two qualified persons available to work on this project who will be able to start work on the project within ten days of the award of the contract, and be able to work continuously to complete the project at the earliest possible date consistent with professional performance.

G. Execution of Agreement

Upon the acceptance of a quote, the Town will prepare and submit an Agreement to the successful Consulting agency for signing. Incorporated by reference into the Agreement that is to be entered into by the Town and the successful Consulting agency pursuant to this Solicitation for Quotes will be:

All of the information presented in or with this Solicitation for Quotes and the Consulting

agency's response thereto including

1. A Certificate of Tax Compliance and a Certificate of Non-Collusion.
2. A Certificate of Corporate Vote attesting to the authority of the person signing to bind the corporation, if applicable.
3. The Town reserves the right to negotiate the final price of the contract.

#### H. Required Format

Each applicant shall furnish all requested information in the formats specified by this Solicitation for Quotes. Specifically, each proposal shall, consist of the following:

##### Item 1: Transmittal Letter

The Consulting agency shall submit a transmittal letter signed by an authorized representative of the consulting agency and include the names of the individuals authorized to conduct business with the Town. The consulting agency's mailing address, telephone number and email address shall also be included.

##### Item 2: Quote

An original and five (5) copies of the quote, which must contain the following sections and information to be considered:

1. Describe the consulting agency's background, relevant experience in the business of providing recruitment and selection consulting services to municipal governments.
2. List cities or towns for which the consulting agency has done work in the past five years. This list should specifically identify the type of recruitment performed and the tenure of the hired candidate
3. At least three references from municipal clients worked for in the past five years. The Town reserves the right to solicit additional references. Poor references may be a basis for a determination the consulting agency is not a responsible bidder.
4. Specify the composition of the project team who will be providing the services specified in this Solicitation for Quotes, including appropriate resumes.
5. Provide a work plan outlining the consulting agency's proposed timetable for each aspect of the Work (see Detailed Requirements for Selected the consulting agency, below).
6. Provide samples of work, such as reports, a sample position profile, evaluation forms and other decision-making tools.
7. Show evidence of the consulting agency's knowledge of the Select Board/Town Manager model of government.
8. A price proposal which shall include all costs associated with the project, and shall include a schedule of payments which shall be dependent upon completion of elements of work required by Scope of Services, Detailed Requirements. Quotes shall be mailed or delivered to the following address:

Select Board's Office  
Provincetown Town Hall  
260 Commercial Street  
Provincetown, MA 02657

Quotes shall be received no later than 3 pm on Tuesday, July 2, 2019 in order to be considered. Late submissions will be rejected and returned to the consulting agency unopened.

The selected consulting agency shall provide all services, labor, materials and facilities to perform the work as specified in the following Scope of Services.

#### Scope of Services for Selected Consulting Agency

1. Prepare, in consultation with the Select Board, a plan for the search, recruitment and selection of a candidate for the position of Town Manager for the Town of Provincetown. Consult with and assist Select Board in defining the appropriate roles and level of participation of the Select Board and the Search Committee in the overall search process.

The plan shall be presented in a written report and shall include the following:

- a) A profile of the position and a profile of the desired candidate, reflecting the qualities and attributes the Select Board believes the next Town Manager should possess.
  - b) Specification of the process for receiving and screening resumes or applications for the position including criteria by which candidates are to be evaluated, along with background and preliminary reference checks.
  - c) Description of a detailed procedure for interviewing qualified candidates, which may include role-playing exercises deemed helpful to assess the sound judgment and capabilities of a candidate.
2. The consulting agency shall perform the following services following acceptance and approval of the plan to be developed as specified.
    - a) Prepare advertising for the position and assist in the selection of media for publication.
    - b) Conduct active recruitment of potential candidates known to the consulting agency and Town officials who may not respond to other recruiting measures.
    - c) Recommend in written reports to the Search Committee, all qualified candidates for further evaluation through an informal interview process which may be conducted by telephone (informal prescreen).
    - d) Assist with and participate with the Search Committee in the conduct of structured interviews with preliminarily qualified candidates. One interview may be held in executive session pursuant to Massachusetts law.

- e) After completion of the recruiting and evaluation process to this point, recommend in writing the best qualified candidates, in consultation with the Search Committee, to be interviewed in a public meeting or meetings by the Select Board.
  - f) Assist the Search Committee and Select Board with compensation issues.
  - g) Assist the Select Board in preparing for public interviews under the Massachusetts Open Meeting law of the best qualified candidates recommended by the Search Committee.
3. The consulting agency shall meet with the Search Committee as frequently and for such time as may be necessary to carry out his or her work and shall regularly update the Select Board as to the progression of the process.
  4. The principal shall be prepared to commit no fewer than (60) sixty hours to such meetings in the execution of this task.

## FIRM PROFILE

Community Paradigm Associates, LLC, is a multi-dimensional organization focusing on governmental, nonprofit, community, and business concerns. It develops transformational initiatives and innovative solutions designed to enhance the dynamics of communities. Its Principal and Associates draw upon their extensive government, academic, and private sector experience to provide the answers clients need to effectively and efficiently manage their organizations.

**Principal Bernard F. Lynch** has devoted more than 35 years to guiding cities and towns toward brighter futures by focusing on the efficiency and responsiveness of organizational day-to-day operations as well as highly transformational initiatives that bring communities to a new level. His experience as an innovator, strategist, educator, researcher, and leader allow him to consider challenges from various viewpoints. Known for his collaborative problem-solving and innovative solutions, Mr. Lynch steered a Massachusetts city away from potential receivership to solid fiscal stability. He has managed the successful conception and completion of public libraries, police stations, community centers, school buildings, bicycle and walking trails, and recreation facilities.

Mr. Lynch served as City Manager of Lowell, Massachusetts, for eight years and as Town Manager of Chelmsford, Massachusetts, for 20 years. He served on Lieutenant Governor Karyn Polito's Task Force on Local Government Workforce Skills Gap, is a Senior Fellow at Suffolk University, and serves as an adjunct professor at both Suffolk University and University of Massachusetts Lowell. He earned a Master of Public Administration degree from University of Massachusetts Amherst and a Bachelor of Science degree in Political Science from the University of Lowell.

**Senior Associate John Petrin** has dedicated more than 30 years to municipal service, including seven years as the Town Administrator of Burlington, seven years as the Town Manager of Ashland, and 13 years as the Town Administrator of Harvard. He has extensive experience in developing operating and capital budgets, hiring and managing department heads and other personnel, and managing the day-to-day operations of a municipality. Additionally, Mr. Petrin served as Assistant Superintendent of Schools in Marlborough, as Tax Assessor in Bellingham, and as an elected Park Commissioner in Bellingham. He has served on numerous professional boards, including the Massachusetts Police Accreditation Commission and Joint Labor Management Committee, and is the former President of the Massachusetts Municipal Association and of the Massachusetts Municipal Managers Association. Mr. Petrin earned a Bachelor of Arts in Political Science from Stonehill College and Master of Public Administration from Northeastern University.

**Senior Associate Peter Hechenbleikner** has 45 years of government experience, including over 30 years in Massachusetts. Prior to his retirement in 2013, he served as Reading's first Town Manager and he has continued his commitment to local government service by serving in a number of interim assignments and providing consulting to municipalities. He has extensive experience in operational reviews, government studies, budget development, and organizational development. He holds a Master of Science in City and Regional Planning from Pratt Institute in Brooklyn, New York, a Bachelor of Arts degree in Political Science and Public Administration from the University of Cincinnati, and a Certificate in International Studies from the University of Manchester, England.

**Senior Associate Rocco Longo** has devoted his career to local government, including 46 years working in the municipal sector with 34 of those years as a municipal manager. He served as the Chief Administrative Officer in the towns of Billerica, Marshfield, Duxbury, and Northborough in Massachusetts, as well as in the City of Wellsburg in West Virginia. Mr. Longo has extensive experience in strategic planning, organizational development, team building, financial management, budgeting, collective bargaining, and personnel management. He directed major construction projects including a library, senior center, seawall, and ball fields as well as substantial reconstruction of school buildings. Mr. Longo was responsible for budgets of up to \$120 million and for organizations with as many as 550 employees. He served on both the Massachusetts Municipal Association Board of Directors and the Massachusetts Municipal Managers Association Executive Board for two terms. Mr. Longo holds a Master of Public Administration from West Virginia University and a bachelor's degree in Political Science from Salem College.

**Senior Associate Mary Beth Bernard** has 16+ years of municipal experience, including serving as the Assistant Town Manager of Foxborough and as Human Resources Director in Westwood and Wrentham. Ms. Bernard has extensive experience in recruiting, hiring, contract negotiations, compliance, and employee training and development. She earned a Bachelor of Science degree in psychology from Boston State College. Ms. Bernard is an SHRM senior certified professional and earned a Graduate Certificate in Local Government Leadership and Management from Suffolk University's Moakley Center.

**Senior Associate Ray Santilli** has nearly 40 years of experience working in the municipal sector, including 17 years as the Assistant Town Manager in North Andover, Mass. Mr. Santilli also served as a purchasing director, director of community services, and human resources director in North Andover, and as Planning/Budget/Personnel Director for the Cambridge Police Department. He earned his Master of Business Administration from Boston College and a Bachelor of Science degree in Criminal Justice from Northeastern University.

**Senior Associate Sharon Flaherty** has more than 25 years of experience in communications, public relations, project management, digital and traditional marketing, and brand management. She has worked as an editor at daily and weekly newspapers, and directed marketing and communications departments in the financial industry. Ms. Flaherty served as an adjunct professor in business at Middlesex Community College. She earned a Master of Business Administration degree from Rivier University, a Master of Arts degree in English and Writing from Southern New Hampshire University, and a Bachelor of Arts degree in Communications from Rivier University.

**Associate Sam Gonyea** is a candidate for a Juris Doctor/Master of Public Administration at Suffolk University. He specializes in contract law, budgeting, and research. He previously worked as an intern at the Suffolk County District Attorney's Office, as a law clerk at a Boston law firm, and as an intern at Massachusetts Superior Court. Mr. Gonyea holds a Bachelor of Arts degree in Political Science from Fitchburg State University.

Community Paradigm Associates has affiliations with numerous highly experienced municipal management professionals and industry professionals who assist with various projects. It has a network that includes professionals in such areas as finance, public works, telecommunications, land use and development, public safety, emergency management, municipal law and process, personnel management, and sustainability. Each is an experienced and proven leader in his or her field.

Services provided by Community Paradigm Associates include: executive recruiting, economic and community development, strategic analysis and counsel, public finance, public policy, community engagement, strategic management and planning, social innovation, building high performing organizations, marketing and communications, professional development, process improvement, community sustainability, and tactical research and solutions.

## **CLIENT LIST**

### **• Public Management Projects**

- Town of Longmeadow: Selectmen/Town Manager Roles and Responsibilities and Setting of Joint Goals and Objectives
- Town of Southampton: Government Study and Charter Development
- Town of Winchendon: Personnel System
- Town of Millis: Budget Improvement Project
- Town of Framingham: Downtown Re-Development/Urban Center Housing
- Town of Ashburnham: Risk Assessment Project
- Town of Sharon: Operational Review of Health Department
- Town of Adams and Cheshire: Facilitation with Adams/Cheshire Regional School District
- Town of Westminster: Government Study/Town Charter Project
- Town of Shrewsbury: Organizational Assessment
- Town of Auburn: Selectmen on Aging/Elder Services Operational Evaluation
- Town of Norwood: Conservation Commission Operational Evaluation
- Town of Bridgewater: Strategic Plan
- Town of Auburn: Position Description Review
- Town of Pembroke: Capital Plan
- Town of Ashburnham: Business Guide
- Massachusetts Municipal Management Association: Strategic Planning
- Town of Millis: Operational Review of Town Clerk Office

- **Executive Recruitment**

- Municipal

- Town of Winchendon, Town Manager (2015)
- Town of Amherst, Town Manager (2016)
- Town of Wellesley, Executive Director (2016)
- Town of Scituate, Sewer Superintendent (2017)
- Town of Shrewsbury, Town Manager (2017)
- Town of Leicester, Town Administrator (2017)
- Town of Plympton, Town Administrator (2017)
- Town of Norfolk, Town Planner (2017)
- Town of Salem, NH, Town Manager (2017)
- Town of Norwood, General Manager (2017)
- Town of Lynnfield, Town Administrator (2017)
- Town of Ipswich, Town Manager (2018)
- Town of Natick, Town Administrator (2018)
- Town of Boxborough, Town Administrator (2018)
- Town of Avon, Town Administrator (2018)
- Town of Weston, Town Manager (2018)
- Town of Wayland, Town Administrator (2018)
- Town of Hamilton, Town Manager (2018)
- Town of Oxford, Town Manager (2018)
- Town of Stoughton, Town Manager (2018)
- Town of Walpole, Community Planning Director (2018)
- Town of Bourne, Director of Finance (2018)
- Town of Becket, Town Administrator (2019)
- Town of Coventry, RI, Town Manager (Ongoing)
- Town of Rutland, Town Administrator (2019)
- Town of Sturbridge, Town Administrator (2019)
- Town of Adams, Town Administrator (2019)
- Town of Brewster, Town Administrator (2019)
- Town of Norfolk, Town Administrator (2019)
- Town of Lakeville, Town Administrator (2019)
- Town of Marion, Town Administrator (2019)
- Town of Great Barrington, Town Manager (2019)
- Town of Rockland, Town Administrator (2019)
- Town of Rockland, Town Accountant (Ongoing)
- City of Methuen, Chief Administrative and Finance Officer (2019)
- Town of Ashland, Town Planner (2019)
- Town of Palmer, Town Manager (2019)
- Town of Buckland, Town Administrator (2019)
- Town of East Bridgewater, Town Administrator (Ongoing)
- Town of Dedham, Town Manager (Ongoing)
- City of Pittsfield, Director of Public Services (Ongoing)

- Non-Profit/Quasi-Governmental

- Merrimack Valley Planning Commission, Executive Director (2016)
- Massachusetts Police Accreditation Commission, Program Manager (2017)
- Massport Community Advisory Committee, Executive Director (2018)
- Metro South/West WIOA / Partnerships for a Skilled Workforce, Executive Director (2018)

- **Non-Profit/Private Sector Projects**

- Axuda
  - Development of non-profit peer-to-peer micro-lending program
  - Community relations
- Colonial Power Group, Inc.
  - Government relations/Marketing and communications
- Sustainable Strategies 2050, LLC
  - Government relations

## Proposed Timeline of the Town Manager Search process

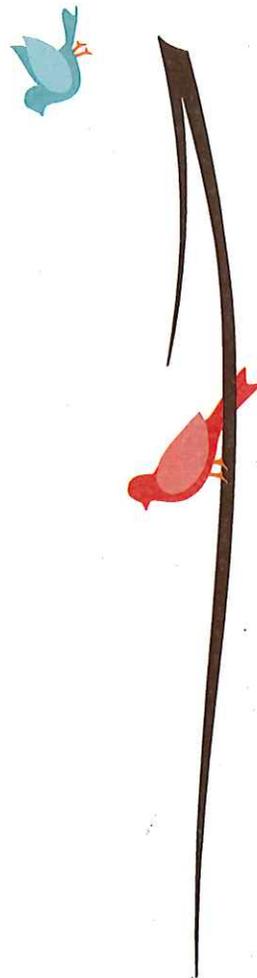
April 29, 2019	<ol style="list-style-type: none"><li>1. Vote to procure an Executive Search Consultant</li><li>2. Vote to constitute Town Manager Search Committee</li><li>3. Approve Town Manager Job description.</li></ol>
May 28, 2019	Appoint members to the Town Manager Search Committee.
June 10, 2019	Interview respondents to the Search Consultant RFP. (If necessary) Or if no RFP process, hiring search consultant.
June - August 2019	<p>Search Committee reviews the charge of the committee – reviews the role of a Town Manager, discusses the profile of the type of manager the community would like to see.</p> <p>Search Committee meets jointly with the Select Board.</p> <p>Search Consultant comes onboard.</p> <p>Search Committee, after consultation with search consultant will hold a public forum to encourage Town officials, Town employees, board and committee members and residents to offer views regarding issues facing the Town government and the Provincetown community.</p> <p>Town Manager Search Committee and Search Consultant work together to develop the process for review of potential candidates.</p> <p>Search consultant drafts the job notice and advertises the position.</p> <p>Search Committee develops evaluation criteria for the interview of potential candidates.</p>
September 2019	Search Committee with the assistance of the Search Consultant will in confidence, review applications and resumes submitted for the position; compare the experience and qualifications of candidates against the profile established by the Select Board for the position and screen applications.
October 2019	<p>Search Committee and Search Consultant will conduct interviews of the screened applicants.</p> <p>Search Committee meets jointly with the Select Board to recommend approximately three to five of the most qualified candidates for the Board's further consideration.</p>
November 2019	Select Board interviews the three finalists and selects a Town Manager
December 2019	A new Town Manager starts

# 2019

<b>■ JANUARY</b>				<b>■ FEBRUARY</b>				<b>■ MARCH</b>				<b>■ APRIL</b>															
m	t	w	t	f	s	s	m	t	w	t	f	s	s	m	t	w	t	f	s	s	m	t	w	t	f	s	s
1	2	3	4	5	6		1	2	3		1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7
7	8	9	10	11	12	13	4	5	6	7	8	9	10	11	12	13	14	15	16	17	8	9	10	11	12	13	14
14	15	16	17	18	19	20	11	12	13	14	15	16	17	18	19	20	21	22	23	24	15	16	17	18	19	20	21
21	22	23	24	25	26	27	18	19	20	21	22	23	24	25	26	27	28	29	30	31	22	23	24	25	26	27	28
28	29	30	31				25	26	27	28											29	30					

<b>■ MAY</b>				<b>■ JUNE</b>				<b>■ JULY</b>				<b>■ AUGUST</b>															
m	t	w	t	f	s	s	m	t	w	t	f	s	s	m	t	w	t	f	s	s	m	t	w	t	f	s	s
1	2	3	4	5			1	2			1	2		1	2	3	4	5	6	7	1	2	3	4			
6	7	8	9	10	11	12	3	4	5	6	7	8	9	8	9	10	11	12	13	14	5	6	7	8	9	10	11
13	14	15	16	17	18	19	10	11	12	13	14	15	16	15	16	17	18	19	20	21	12	13	14	15	16	17	18
20	21	22	23	24	25	26	17	18	19	20	21	22	23	22	23	24	25	26	27	28	19	20	21	22	23	24	25
27	28	29	30	31			24	25	26	27	28	29	30	29	30	31				26	27	28	29	30	31		

<b>■ SEPTEMBER</b>				<b>■ OCTOBER</b>				<b>■ NOVEMBER</b>				<b>■ DECEMBER</b>															
m	t	w	t	f	s	s	m	t	w	t	f	s	s	m	t	w	t	f	s	s	m	t	w	t	f	s	s
1							1	2	3	4	5	6	1	2	3				1	2	3	4	5	6	7		
2	3	4	5	6	7	8	7	8	9	10	11	12	13	4	5	6	7	8	9	10	2	3	4	5	6	7	8
9	10	11	12	13	14	15	14	15	16	17	18	19	20	11	12	13	14	15	16	17	9	10	11	12	13	14	15
16	17	18	19	20	21	22	21	22	23	24	25	26	27	18	19	20	21	22	23	24	16	17	18	19	20	21	22
23	24	25	26	27	28	29	28	29	30	31			25	26	27	28	29	30	30	31							



# Town of Provincetown

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## Town Manager

### **Definition:**

Administrative, management and supervisory work in directing the activities of all town departments, commissions, board and officers except those excluded by charter or law; all other related work as required.

### **Supervision:**

Reports to the Board of Selectmen, and works with considerable independence while receiving policy direction from the Board of Selectmen.

Performs varied and highly complex professional municipal management duties and assumes full responsibility for planning and directing town activities. Exercises considerable judgment making administrative and policy decisions and overseeing the operations of all town departments.

Supervises all administrators and department heads with final responsibility for all full-time and part-time employees.

### **Job Environment:**

Work is generally performed under typical office conditions. Operates typical office equipment including a computer. Operates a motor vehicle to travel during the course of work.

Makes frequent contact with local, state, regional and federal officials, local business and community leaders, town employees and department heads, and the general public.

Has access to all municipal confidential information.

Errors in judgment and administration may have far-reaching effects on the town's ability to deliver services and may have direct financial and legal repercussions. Therefore, the Town Manager should maintain good relationships across all parts of the community.

### **Essential functions:**

Performs all duties of the Town Manager as set forth in Chapter 4 of the Town Charter as it may be amended from time to time. In the event of a conflict between this job description and the Town Charter, the provisions of the Town Charter shall prevail.

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Serves as the chief administrative officer of the Town; Plans, directs, implements and administers all daily operations of the town, including those related to assessment and collection of taxes, the receipt and disbursement of monies, accounting of funds, the auditing of accounts, streets, parks, waterways, harbors, public grounds, water systems, disposal of waste, public safety, public health, etc., as assigned by charter, by-law, or vote of the Board of Selectmen.

Coordinates activities of the Board of Selectmen with activities of other town departments, boards and commissions; implements the policy direction established by the Board of Selectmen; keeps the Board of Selectmen fully informed regarding departmental operations, Town of Provincetown fiscal affairs, and general problems and administrative actions. Prepares materials for meetings of the Board of Selectmen; attends all such meetings and advises the Board as appropriate. Serves as official town representative for internal and external relations in the absence of the Board and/or chair.

Responsible for conducting investigations as directed by the Board of Selectmen in accordance with Chapter 3, Section 5 of the Town Charter.

Administers the requirements of Section 3- 6-b of the Town Charter relating to the supervisions and direction of Town staff.

Manages the municipal budget; implements and supervises the execution of the budget; approves departmental expenses; prepares budget-related warrants for the annual and special town meetings; presents proposed budgets to the Board of Selectmen for its review and approval.

Oversees all short-term and long-term financial planning, including capital planning.

Acts as the appointing authority for those positions listed in Section 4-3-d of the Town Charter.

Serves as personnel manager responsible for recruitment, selection, promotion, and removal of personnel; advises department heads and board and commissions on personnel matters; serves as performance appraisal system administrator; bargains with employee unions.

Serves as the chief procurement officer responsible for the purchase of services, supplies and equipment; prepares contracts and monitors performance; supervises the competitive bidding process for contractual services, monitors the progress of consultants and contractors retained by the town, manages town property.

Executes all contracts on behalf of the Town as set forth in Section 4-3-k of the Town Charter.

Serves as the Commissioner of Public Safety. Provides leadership in the Town's implementation of community-oriented policing.

Serves as liaison with state and federal governmental organizations. Seeks federal and state grants; seeks other sources of local revenue.

Communicates with town staff concerning policies and procedures; insures that boards and commissions are aware of policies and procedures; assists boards and commissions in an advisory capacity.

Reports to the Board of Selectmen regarding departmental operations, fiscal affairs, and general problems and administrative actions.

Provides a vital public relations function for the town in addressing complaints, criticism and suggestions from citizens and businesses; develops procedures to coordinate the Town of Provincetown interdepartmental concerns and issues; implements inter-departmental strategies related to town business operations.

Confers with town counsel in the preparation and documentation of all town litigation. Manages important events and emergency situations.

Performs similar or related work as required or as situation dictates.

Perform any other reasonable and appropriate duties that are assigned by the Board of Selectmen from time to time.

**Recommended Minimum Qualifications:**

**Education and Experience:**

The qualifications for the position are set forth in Chapter 4, Section 2 of the Town Charter.

Massachusetts Class D driver's license required.

**Knowledge, Ability and Skill:**

Comprehensive understanding of town government and the New England Town Meeting Process. Thorough knowledge of the principles and practices of municipal finance, budget management, personnel management, collective bargaining, and intergovernmental relations; thorough knowledge of state and federal laws which affect local government. Knowledge of Massachusetts General Laws, Proposition 2-1/2, Town Meeting structure, grant writing, warrants & legal requirements.

Ability to direct the work of professionals and subordinates. Ability to negotiate contracts, agreements and appropriate working arrangements with community organizations and the business community. Ability to work under time pressure and in stressful circumstances. Ability to develop effective working relationships with subordinates and with other town departments.

Strong oral communication skills and the ability to represent the town before an array of organizations. Excellent writing skills required. Strong organizational skills and the ability to manage a large number of projects and tasks at any given time.

**Physical Requirements:**

Minimal physical effort generally demanded in performing duties under typical office conditions.