



Minutes

The Provincetown Public Pier Corporation Public Meeting of Thursday, July 11, 2019, at 6:30pm, in the Caucus Hall of Town Hall, 260 Commercial Street, Provincetown, MA 02657.

Members Present: Regina (Ginny) Binder (RB), Chair; Herbie Hintze (HH); Carlos Verde (CV); Scott Frasier (SF).

Tele-Conference: Richard C. Holland (RH).

Other Attendees: Rex McKinsey (RM), Harbormaster & Pier Manager; Doug Boulanger (DB), Facilities Manager; Jamie Demetriou (JD), Office Manager.

Members from the Public: Michele E. Randazzo, Town Counsel and Attorney at KP Law.

Agenda (Discussion may ensue, votes may be taken)

1. Public Statements

None.

2. Review Minutes

CV made a motion to table the review of meeting minutes. HH seconded the motion and it passed, 5-0-0; CV, HH, RB, SF, RH.

SV made a motion to take the Special Agenda Item, Performance Improvement Plan & Evaluation, out of order. RB seconded the motion and it passed, 5-0-0; CV, RB, HH, SF, RH.

3. Special Agenda Items

Overview of the Performance Improvement Plan and Evaluation – Pier Manager

RB provided a rough chronology of meetings and discussions related to performance improvement and evaluation.

RB announced that today was exactly 90 days since the performance improvement review for RM was first given a time-frame of 90 days. Ms. Randazzo said that this three-month marker was a good opportunity to pause and evaluate the situation and see which direction the Board wanted to pursue.

Pier Board Commentary on the Performance Evaluation of the Harbor Master

RB commented that she had been working hand in glove with RM to move things forward and that there was an open mind concerning his position, but that in spite of all this, as well as the hiring of DB and JD, her opinion was that she saw only marginal improvement; that RM continued to make decisions on actions and issues without the Board's input; that overall RM didn't seem to be able to handle the work load and her expectations had not necessarily been met.

RH agreed with RB in many respects and noted that the company had grown in the past years and that this was perhaps a question of the right person in the wrong job and an issue of proper leadership and prioritization; that perhaps RM might be better placed in a different role in the organization.

CV referenced the sentiment that had been expressed when RM had been put on notice; that more staff was needed but that the Board had now spent over \$100k on employees and yet still seem to be kicking the can down the road; said he felt they get only information that RM decides to parcel out; asked why the Harbormaster staff were checking bags at Town Hall during a recent event and that he is unhappy when the ball gets dropped and meetings get canceled when he's had other plans; expressed his issue with RM spending \$7-8k on something without consulting the Board and that the tools that have been procured to aid the Harbor Master are not being effective; that the Board only gets fluff in terms of communication but not the meat of the issues and the proper decision process.

HH noted there was only one person on the Pier during one of the busiest times of the season and the boats were jammed getting in; expressed his frustration by the lack of staff presence at the Pier.

RB said she looked at the final MUNIS numbers for FY19 and noted the Pier was over by 10k, even after moving other money into the budget from other sources.

SF pointed out that he has been physically absent for six weeks but that he had been in touch via e-mail and hasn't seen many items from the Harbor, including a budget, a P&L, or any schedule pertaining to changes he made to the Harbor Regulations; felt a lack of urgency on the part of the senior leadership; said he's seen no improvement by RM on the things they've been discussing for the past five years regarding comparative reporting. RB responded to SF's question concerning over-time which RB said she had made an incorrect assessment of but that there should be no reason for over-time with the Harbor now being fully staffed; said that while the Pier is not over what they feared they might be budget-wise, they still need be moving funds around. CV concurred and asked after a maintenance budget; said he and felt it was not possible to ascertain need vs. availability when money goes from the Pier Corporation to the Harbor and back.

RB raised the matter of breakwater rescues by the Assistant Harbor Master to which RM said a breakwater patrol at high tide is part of the program protocol.

RH said he felt that this is a story about re-organization and having the right people for the right jobs; suggested that the position of Harbor Master is beyond RM's abilities and that he wasn't sure if RM reporting to someone would be amenable to RM.

Commentary by Harbor Master Rex McKinsey

Ms. Randazzo asked RM is he would like to speak, at which point RM addressed notes he had made on a number of topics; regarding the budget, he said he can't give a P&L because someone else is doing the books and the accounting had been taken out of his hands; spoke of Mayor Pete's recent appearance in Town whereby the Police Department was stretched to the limit and so the staff

checking bags for that event was where hands were needed. RM distributed his report and at that point RH left the meeting from tele-conference.

RM read his two-page report into the record in full wherein he highlighted his struggles to implement new rules and protocols without the benefit of a full staff and addressed the three areas of concern by the Board as communication, follow-through and prioritization of time and tasks. RM referenced training details and staff operations and said he felt he had done a good job of rebuilding the department along the lines of the Board's reorganization plans over the past 90 days; thanked RB, JD and DB for their assistance in making what he said was a frustrating period more enjoyable and productive.

Ms. Randazzo asked if the Board would like to explore the specifics of RM's talking points regarding reorganization; asked if there were valuable answers to be found in RM's ideas of what tasks can or will be off-loaded to DB and JD. SF responded to Ms. Randazzo's point by stating that a discussion of delegation isn't necessary at this time and that while he appreciates RM's report, he has an issue with RM continually referring to the Pier as a department and not a corporation, that this is a fundamentally different conception; added that RM's point that DG and JD have not been government employees is not the problem and stated emphatically that the Pier Corporation has been tasked with hiring a Harbor detail and that a competent Pier Manager doesn't allow a situation to deteriorate like it did last winter when all the staff is gone and it's a one-man department.

CV spoke of being bothered by RM's statement that the Harbor Master felt he couldn't produce a P&L as this is now someone else's responsibility when the numbers remains the responsibility of the Harbor Master; asked RM what he took out of the supervisor leadership development class. RM replied that the most interesting take-away was exploring ways to manage different personality types.

HH said he is still concerned about staffing in that he didn't see staff on duty during the busiest weekend but come Monday morning they were all over the Pier.

SF asked about the performance improvement plan which RB also noted, saying metrics and expectations were requested at the February 7th meeting. RB referenced last Monday's meeting with RM, DB, JD and herself wherein progress was made in addressing the new rules. SF suggested declaring where the Board would like to see the organization structured come January 2020 and if the Corporation wishes to continue managing the Harbormaster or if it should be handed back over to the Town, as well as how to handle the running of the Marine Department. CV said the marine department allocations are what he would call fluff and not among the Pier's chief concerns in running the Harbor. RB reminded the Board that the various marine responsibilities were inherited by RM when the Town Manager at the time asked the harbormaster at that time to take these tasks on.

RB mentioned RH's recommendation that DB become the Pier Manager and RM report to DB.

Ms. Randazzo said that the transfer of titles and shifting of personnel needs a dedicated discussion with the Town. SF said the Pier is within its right to divorce itself from the Harbor Master function in 90 days. Ms. Randazzo said the Board cannot discuss organizational and structural changes in Executive Session in that these discussions must be held in an open forum, recommended that the Pier look at the ways it wants restructure; advised the Board to make schedules for review and maintain them with resolve. RB said she felt that the collective thinking at this point was not to extend the performance improvement plan further.

HH said that everyone has a say and suggested closing discussion and continuing with the reorganization process as the next step. CV expressed his frustration at having these same conversations with various Board members and no significant approval in getting budgets and

solutions to persistent problems; expressed his desire for deadlines, completion dates, tasks and training, and budgets.

SF suggested placing someone else in charge as Harbor Master for the next 90 days. Ms. Randazzo said this would need to be done at another meeting as such reorganization is not expressed on today's agenda. SF recommended meeting next week to continue with the reorganization option. The Board agreed to a meeting on Tuesday, July 16, 2019 at 4pm to address reorganization and personnel re-assignments.

RM said he would agree in principle to job re-assignments but asked about the nature of an appeal process. Ms. Randazzo said an appeal process was not under her power to implement, but that the Board could opt for a sub-committee or elect to fold the appeal process onto its functionality. SF said he didn't see that an employee could appeal his or her firing or re-assignment when it has been determined as such by the governing authority.

Ms. Randazzo suggested it could prove informative for the Board to get a specific and detailed breakdown of the time parameters regarding all tasks assigned to RM under his job description. RB said this has been requested in the past, but added that what she learned at last Monday's meeting with the Harbor Master's office is how much has been put on RM's plate and the complexity of his job and noted he had been taking pro-active steps. HH said he felt sorry for RM in that he has three positions with different titles and an overall workload that would be a challenge for anyone. To that Ms. Randazzo added that RM is the only person who can truly quantify the full weight of his job.

SF said the Harbormaster has two functions generally speaking: one is public safety protocols on the water sheet and working with law enforcement and the other is being part of an environmental department. Ms. Randazzo said that the discussion between the Harbor Master's office and the Pier Corporation is key for going forward. RB said all such agreements had expired, so it was timely. RM said he would have the job assessment ready for the Tuesday Pier meeting as best he can.

RB made a motion to adjourn at 8:18pm HH seconded the motion and it passed, 4-0-0; RB, HH, SF, CV.

Respectfully Yours,
Jody O'Neil