



Select Board

Meeting Agenda

The Provincetown Select Board will hold a public meeting on Monday, July 27, 2020, at 6:00 p.m. in Judge Welsh Room, Town Hall, 260 Commercial Street, Provincetown, MA 02657.

NOTE: THIS IS A REMOTE PARTICIPATION MEETING

The Pursuant to Governor Baker's March 12, 2020 Order Suspending Certain Provisions of the Open Meeting Law, G.L. c. 30A, §18, and the Governor's March 15, 2020 Order imposing strict limitation on the number of people that may gather in one place, this meeting of the Provincetown Select Board will be conducted via remote participation to the greatest extent possible. Specific information and the general guidelines for remote participation by members of the public and/or parties with a right and/or requirement to attend this meeting can be found on the Provincetown website, at <https://www.provincetown-ma.gov/>. For this meeting, members of the public who wish to watch/listen and participate in the meeting may do so in the following manner:

1. Watch on PTV GOV Channel 18, as well as an online livestream of PTV GOV at <http://www.provincetowntv.org/watch.html>
2. To listen and participate in this meeting, dial **(833) 579-7589**. When prompted, enter the following Conference ID number: **523 886 548** When prompted, state your name, then press #.
 - Keep your phone muted at all times when not talking (*6 to mute & unmute your phone)
 - Do not use speakerphone
 - Do not use Bluetooth devices
 - Mute all background noises
 - Mute PTV on the television or computer and use only the phone audio
 - Please do not speak until the chair or the meeting moderator asks for public comments or questions.

No in-person attendance of members of the public will be permitted, but every effort will be made to ensure that the public can adequately access the proceedings in real time, via technological means. In the event that we are unable to do so, despite best efforts, we will post on the Provincetown website an audio or video recording or other comprehensive record of proceedings as soon as possible after the meeting.

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

- A. Reappoint Lydia Hamnquist as the Provincetown Representative to the Cape and Vineyard Electric Cooperative with a term to expire on June 30, 2021
- B. Appoint Guy Bus as a regular member on the Local Comprehensive Plan Committee with a term to expire on June 30, 2023
- C. Appoint Albert J. Carey as a regular member on the Provincetown Cultural Council with a term to expire on December 31, 2021.
- D. Declare School Surplus equipment as surplus pursuant to M.G.L. c. 30B and Provincetown General By-law §6-4-6, and to authorize the Superintendent under the direction of the Acting Town Manager to dispose of same in the manner deemed most advantageous to the Town.

1. Public Statements – Three (3) minutes maximum. Select Board Members do not respond during public statements
2. Select Board Member's Opening Statements – Three (3) minute maximum.
3. Appointments – (Votes May be taken on the following interviews):
 - A. Zoning Board of Appeals Alternate: Erik Borg

*** Items may be taken out of order at the discretion of the chair ***

4. Joint Meeting/Presentations/Requests – (Votes may be taken on the following items):
 - A. Joint Meeting with the VSB to discuss Tourism Warrant Article
 - B. Quarterly Police Report
 - C. FY2020 Year End Summary
 - D. Discuss the Town Manager's Search – Choosing Executive Search Consultant to Solicitation for Quotes.
5. Town Manager Administrative Matters – Topics to include but not limited to: (Votes May be taken on the following items)
 - A. Town Manager's Report
6. Minutes - (Votes May Be Taken)
 - A. June 8, 2020 6 pm
 - B. June 22, 2020 6 pm
 - C. July 2, 2020 2 pm
 - D. July 9, 2020 4 pm
7. Select Board Closing Matters - Topics to Include but not limited to: (Votes May be taken on the following items)
 - A. Pending Items List



**Provincetown Select Board
AGENDA ACTION REQUEST**

Monday, July 27, 2020

00A

SELECT BOARD APPOINTMENT

Cape & Vineyard Electric Cooperative (CVEC) Representative

Requested by Philip Gaudet

Action Sought: Approval

Proposed Motion(s)

Move that the Select Board vote to reappoint Lydia Hamnquist as the Provincetown Representative to the Cape & Vineyard Electric Cooperative with a term to expire June 30, 2023.

Additional Information

Ms. Hamnquist currently serves as the Provincetown representative on CVEC.

Board Action

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



Certificate of Appointment
Town of Provincetown
PROVINCETOWN, MASSACHUSETTS 02657

To: Lydia Hamnquist
11 Holway Ave
Provincetown, MA 02657

Date: July 27, 2020
Phone: 508-487-0317
Email: lydiahamnquist@gmail.com

In accordance with the Charter of the Town of Provincetown by the voters on April 2, 2018,
You are hereby appointed a member to Provincetown Representative to C.V.E.C.
for and within the Town of Provincetown for a term expiring June 30, 2023.

Select Board

Barnstable, ss.

Date: _____

Personally appeared the above-named Lydia Hamnquist appointee to the
Provincetown Representative to C.V.E.C. 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, July 27, 2020**

00B

SELECT BOARD APPOINTMENT

Local Comprehensive Plan Committee

Requested by Philip Gaudet

Action Sought: Approval

Proposed Motion(s)

Move that the Select Board vote to appoint Guy Busa as a regular member to the Provincetown Local Comprehensive Plan Committee with a term to expire December 31, 2021

Additional Information

Please see attached application

Board Action

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



RECEIVED
JUL 08 2020
SELECT BOARD

TOWN OF PROVINCETOWN

Application for Town Board Membership

Name: Guy BUSA Please type or print

Resident Address: 2 Conway Street Provincetown, MA 02657

Mailing Address (if different): _____

Telephone #: 857 225 2424 Work # (____) _____

Email address: GDBUSA@COMCAST.NET

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

1. LOCAL COMPREHENSIVE PLAN COMMITTEE
2. _____
3. _____

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

- 34 YEARS TRANSPORTATION PLANNING / TRAFFIC ENGINEERING
- MIT MS TRANSPORTATION 1985
- UPI BS CIVIL ENGINEERING 1983

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

[Signature] 07 July 20
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>July 6, 2021</u></p>
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Date Received by Board of Selectmen

Date Received by Town Clerk

REC'D TOWN CLERK
JUL 7 2020 PM 12:2

Local Comprehensive Planning Committee				
	First	Last	Position	Term End
1	Max	Cliggott-Perlt		06/30/23
2	Stephen	Katsurinis		06/30/23
3	Steven	Latasa-Nicks		06/30/23
4	Lynne	Martin		06/30/23
5				06/30/23
6	Tom	Coen		06/30/23
7	Regina	Binder		06/30/23



Certificate of Appointment
Town of Provincetown
PROVINCETOWN, MASSACHUSETTS 02657

To: Guy Busa
2 Conway Street
Provincetown, MA 02657

Date: July 27, 2020
Phone: 857 225 2424
Email: gdbusa@comcast.net

In accordance with the Charter of the Town of Provincetown by the voters on April 2, 2018,
You are hereby appointed a member to Local Comprehensive Plan Committee
for and within the Town of Provincetown for a term expiring June 30, 2023.

Select Board

Barnstable, ss. Date: _____

Personally appeared the above-named Guy Busa appointee to the
Local Comprehensive Plan Committee 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, July 27, 2020**

00C

SELECT BOARD APPOINTMENT

Provincetown Cultural Council

Requested by Philip Gaudet

Action Sought: Approval

Proposed Motion(s)

Move that the Select Board vote to Albert J. Carey Jr. as a regular member to the Provincetown Cultural Council with a term to expire December 31, 2021.

Additional Information

Please see attached application.

Board Action

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

Cultural Council				
	First	Last	Position	Term End
1	Vacant			12/31/20
2	Craig W.	Combs		12/30/22
3	Ray	Wiggs		12/31/21
4	Vacant			12/31/21
5	Cherie	Mittenthal		12/31/22
6	Donald R.	German		12/31/20
7	William	Burton	Chair	12/31/21
8	Vacant			
9	Vacant			



Certificate of Appointment
Town of Provincetown
PROVINCETOWN, MASSACHUSETTS 02657

To: Albert J. Carey Jr.
16 Off Conwell St
Provincetown, MA 02657

Date: July 27, 2020
Phone: 508 231 2505
Email: carey_albert@yahoo.com

In accordance with the Charter of the Town of Provincetown by the voters on April 2, 2018,
You are hereby appointed a member to Provincetown Cultural Council
for and within the Town of Provincetown for a term expiring December 31, 2021 .

Select Board

Barnstable, ss.

Date: _____

Personally appeared the above-named Albert J. Carey Jr. appointee to the
Provincetown Cultural Council 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, July 27, 2020**

OOD

Surplus Equipment

Requested by: Superintendent, Dr. Suzanne Scallion

Action Sought: Approval

Proposed Motion(s)

MOVE that the Select Board vote to declare the attached list of equipment as surplus, pursuant to M.G.L. c. 30B and Provincetown General By-law §6-4-6, and to authorize the Superintendent under the direction of the Town Manager to dispose of same in the manner deemed most advantageous to the Town. See attached report.

Additional Information

On July 8, 2020, the Provincetown School Committee voted 5-0 to dispose of surplus inventory located in the boys' locker room. We are hereby requesting authorization to dispose of the attached list of items pursuant to Provincetown By-Lay 6-4-6.

Board Action

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



JULY 8, 2020

Provincetown Schools



International Baccalaureate PK- Grade 8 World School

TO: PROVINCETOWN SELECT BOARD

FROM: SUPERINTENDENT, DR. SUZANNE SCALLION

SUBJECT: REQUEST FOR DISPOSAL OF SURPLUS INVENTORY

CC: PRINCIPAL, DR. TIMOTHY REYNOLDS, PROVINCETOWN SCHOOL COMMITTEE

On July 8, 2020, the Provincetown School Committee voted 5-0 to dispose of surplus inventory located in the School. We are hereby requesting authorization to dispose of the attached list of items pursuant to Provincetown General By-Law 6-4-6.

Please feel free to contact me with any questions you may have. Thank you for your time and attention to this matter.

Inventory Requiring Disposal
Spring 2020

Item	Rationale for Disposal Broken/Out of Date/Other	Quantity	Comment
Weight bench	Out of date	1	
Teacher desks	Broken and out of date		
Ben's old office furniture	Out of date		
Gym mats (big blue)	Worn and out of date	9	
Ludwig drum head	Broken	1	
Panasonic tv set	Out of date	1	
Danley sound labs (speakers)	Out of date	3	Model SM60F
Four head video player	Out of date	1	
Comcast cable box	Other	1	
Pascalles 1(Spanish books)	Out of date	33	Old text books from Teacher's

Item	Rationale for Disposal Broken/Out of Date/Other	Quantity	Comment
Pascalles 2(Spanish books)	Out of date	20	Old textbooks from Teacher's
Imagine It! Language Art texts	Out of date	16	Old textbooks from Teacher's

Digits Maths books	Out of date	28	Old textbooks from Teacher's
EnVision Math	Out of date	112	Old textbooks from Teacher's
Children's dictionary	Out of date	7	From Teacher's
Merriam Webster dictionary	Out of date	1	
Student Thesaurus	Out of date	1	
Webster's English/Spanish Dictionary	Out of date	1	
Common core standard practice math workbooks	Out of date	40	Old textbooks from Teacher's
Hola (Spanish books)	Out of date	28	Old textbooks from Teacher's

Item	Rationale for Disposal Broken/Out of Date/Other	Quantity	Comment
PYP student planner 2018-19	Out of date	4	Old from Teacher's
Biology textbooks	Out of date	14	Old textbooks from Teacher's
Colonial American Craft	Out of date	7	Old textbooks from Teacher's
Geography of the world	Out of date	1	Old textbook
Student Chairs Various Sizes	Broken	23	Replacement parts not available



**Provincetown Select Board
AGENDA ACTION REQUEST
Monday, July 27, 2020**

1

PUBLIC STATEMENTS

Requested by: Select Board

Action Sought: Open

Proposed Motion(s)

Three (3) minutes maximum. Selectmen do not respond during Public Statements.

Additional Information

At this time, public statements will be through virtual participation.

[\(833\) 579-7589](tel:8335797589) United States (Toll-free)
Conference ID: # 523 886 548

Meeting can be viewed on channel 18 or at
<http://www.provincetowntv.org/>

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, July 27, 2020**

2

SELECTMEN'S STATEMENTS

Requested by: Select Board

Action Sought: Discussion

Proposed Motion(s)

Three (3) minutes maximum

**Robert Anthony
Lise King
Louise Venden
John Golden
David Abramson**

Additional Information

[\(833\) 579-7589](tel:8335797589) United States (Toll-free)
Conference ID: # [523 886 548](tel:523886548)

Meeting can be viewed on channel 18 or at
<http://www.provincetowntv.org/>

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, July 27, 2020**

3A

SELECT BOARD APPOINTMENT

Zoning Board of Appeals Alternate

Requested by: Town Clerk Philip Gaudet

Action Sought: Approve

Proposed Motion(s)

Move that the Select Board appoint Erik Borg as an alternate member on the Zoning Board of Appeals with a term to expire on December 31, 2022.

Additional Information

- Please 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: Erik Borg
 Resident Address: 8 Harbor Hill Road, Unit 4-2 Provincetown, MA 02657
 Mailing Address (if different): 141 Bradford St., Provincetown, MA 02657
 Telephone #: 612.719.6528 Work # ()
 Email address: erik@provincetownbrewingco.com

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

- Zoning Board of Appeals
- _____
- _____

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

I am a part owner Provincetown Brewing Co. and very interested in the health and vitality of the year-round community. I am also a former reporter for the Provincetown Banner where I developed an interest and understanding in local government.

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

Erik Borg 7/1/20
 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>6-30-21</u>
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Date Received by Board of Selectmen

Date Received by Town Clerk 7-1-20

RECEIVED
 JUL 01 2020
SELECT BOARD

Zoning Board of Appeals				
	First	Last	Position	Term End
1	Daniel	Wagner	Regular	12/31/21
2	Peter H.	Okun	Regular	12/31/21
3	Steven	Latasa-Nicks	Regular	12/31/22
4	Jeremy	Callahan, Chair	Regular	12/31/20
5	Susan	Peskin	Regular	12/31/21
6	Robert	Nee	Alternate	12/31/21
7	David Quinn	Taylor	Alternate	12/31/20
8	Vacant		Alternate	12/31/22
9	Vacant		Alternate	12/31/23
10	Vacant		Alternate	12/31/23



Provincetown Select Board
AGENDA ACTION REQUEST
Monday, July 27, 2020

4A

JOINT MEETING – VISITOR SERVICES BOARD

FY'21 Five Year Plan Discussion

Requested by: Tourism Director Tony Fuccillo

Action sought: Discussion

Proposed Motion(s)

MOVE that the Select Board vote to approve the FY 2021 Tourism 5 Year Financial Forecast as revised and to refer an article to the September Annual Town Meeting to fund the Visitor Services Board FY2021 Tourism Budget in the amount of \$705,000.

Additional Information

On November 12, 2019 the Select Board voted to approve the FY 2021 Tourism 5 Year Financial Forecast as revised and to refer an article to the April Annual Town Meeting to fund the Visitor Services Board FY2021 Tourism Budget in the amount of \$840,000. Due to the recent health crisis, the Director of Finance recommended a revised budget of \$705,000.

- Please see attached memo and supporting documents.

Board Action

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



July 23, 2020

To: Select Board

From: Tony Fuccillo, Nina Cantor

Copy: David Gardner, Josee Young, Visitor Services Board

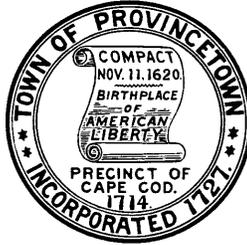
RE: Revised Five-Year Plan and Tourism Fund Expenditures FY 2021

Attached please find the Revised Five-Year Plan for FY2021-FY2025. The document is fourteen pages, including six appendices A-E, which focus on the marketing and enhancement of tourism and includes information on Marketing, Grants, Municipal, Beautification and Coordination & Support.

On November 12, 2019, the Select Board and Visitor Services Board held a joint meeting for approval of the recommend fiscal year 2021 Five-Year Plan. The Select board approved a 2021 budget of \$840,000.

Due to the recent health crisis, the Director of Finance has recommended a revised budget of \$705,000. On July 23, 2020, the VSB made a motion to **recommend the fiscal year 2021 Five-Year Plan of \$705,000 to the Select Board.** The votes were 6 in favor, no opposed and no abstentions. (There was one excused absence at the meeting).

As we move forward into fiscal year 2021, we continue to look back on previous work of the Tourism Department and consider ways to build upon past successes. In FY2020 digital media was an increased focus and represented 66% of the advertising. In FY2021, it is planned to represent 78%. Working with our new digital media agency, we are implementing cutting edge programmatic techniques, search engine marketing methods to expand our reach, improve our presence on social media, and increase traffic to the tourism website. Our new tourism website enhances the online visitor experience (ptowntourism.com) and will result in bringing more users to Provincetown businesses. Partnering with the Visitor Services Board we have built a strong foundation and look forward to implementing an economic recovery strategy as we move ahead into the new calendar year and the 2021 season.



REVISED

**Five -Year Financial Plan for
Tourism Fund Expenditures**

FY 2021 - FY 2025

Visitor Services Board to the Select Board
July 2020

By Anthony Fuccillo, Director of Tourism

Approved by the VSB July 23, 2020

pursuant to §3-1-2 of Administrative Directive
No. 99-2, as amended

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Legislative Authority

Authorization

Chapter 178 of the Acts of 1996

Section 1. There is hereby established in the town of Provincetown a tourism fund to receive revenue under section 3A of chapter 64G, as set forth in section two of this act; and said town may appropriate monies in said fund to market, beautify, and enhance tourism in the town of Provincetown.

Section 2. Twenty-five percent of the excise collected under section 3A of chapter 64G of the General Laws by the town of Provincetown for the fiscal year ending June 30, 1997 shall be credited to the tourism fund, for the fiscal year ending June 30, 1998, thirty-five percent; and for the each succeeding fiscal year, forty-five percent.

Five Year Plan Approval Process

3.1.1 The Town Manager and the Director of Municipal Finance shall, from time to time, update projections of Tourism Fund revenues under Chapter 178 of the Acts of 1996, based upon the most recent quarterly payments from the local room occupancy excise tax.

3.1.2 The Tourism Director shall, after consultation with the Town Manager and the department heads, annually by August first, submit to the Visitor Services Board for its approval a recommendation for a five-year financial plan for Tourism Fund expenditures, based upon the projections in 3.1.1 above.

3.1.3 The Visitor Services Board may hold one or more public hearings on its proposed five-year plan prior to its submission to the Board of Selectmen.

3.1.4 The Visitor Services Board shall, annually by November first, submit to the Board of Selectmen for its approval a five-year financial plan for Tourism Fund expenditures.

3.1.5 The Board of Selectmen shall act on the Visitor Services Board's recommended plan by not later than November thirtieth, and may approve said plan with or without modifications.

3.1.6 Said five-year plan shall be expressed in terms of percentages of total annual Tourism Fund proceeds which shall be used for marketing, promotional events; municipal projects; coordination and support; and/or such other categories as may be appropriate.

Excerpt - Administrative Directive No. 99-2, as amended by the Board of Selectmen May 23, 2000

Town Meeting Authorization

Article 5 of the April 7, 1997 Special Town Meeting established a Visitor Services Board, to be appointed by the Board of Selectmen, to develop, coordinate and implement a long-term comprehensive plan to enhance tourism year-round and for the purpose of overseeing expenditures of the Tourism Fund, under the direction of the Town Manager, as appropriated by Town Meeting. This Article was amended to make expenditures of any funds of the Visitor Services Board to be expended under the Board of Selectman.

Article 8 of the April 5, 2010 Special Town Meeting increased the room tax option by 50% from 4% to 6%, effective July 1, 2010.

Article 11 of the April 5, 2010 Special Town Meeting approved a home rule petition to amend the room excise tax distribution, which decreased the distribution rate to the Tourism Fund from 45% to 35%.

Part

1

Five-Year Plan for Tourism Fund Expenditures

Visitor Services Board recommendations to Board of Selectmen, July 2020

Executive Summary

In accordance with §3.1.2 of Administrative Directive 99-2 as amended, the Director of Tourism hereby submits to the Visitor Services Board (VSB) the staff recommendations for a Five-Year Financial plan for Tourism Fund expenditures for FY 2021-FY2025.

An investment in tourism as an INDUSTRY and BUSINESS will yield sizeable increased returns to the Town of Provincetown and the local businesses. The trend in local option room tax collected continued to support this theory in fiscal year 2020. While room taxes tend to fluctuate from quarter to quarter, and even from year to year, the annual three-year average for Provincetown has increased from \$2,187,743 to \$2,508,561 a \$320,818 14.7% increase. **See APPENDIX A**

As you proceed with reviewing the Five Year Plan, details of the following will be provided:

PART 1

- Mission Statement and Goals of the Visitor Services Board and the Office of Tourism

- Visitor Services Board Budget Recommendation
- Revenue Estimates
- Tourism Fund Expenditures & Budget Allocations

PART 2

Details of the Marketing Plan

1. Marketing & Advertising
2. Business Segment breakdown
3. Target Audience
4. Destination Travel Outreach

Mission Statement and Goals

The mission of the Visitor Services Board and the Provincetown Office of Tourism is to market, beautify and enhance tourism in Provincetown. The goals we set to achieve this mission are:

- Develop a Marketing, Advertising and Media Communications plan, and update a Five-Year Plan to promote, market and beautify Provincetown
- Maximize opportunities to market the Provincetown Brand and promote the history and heritage of the town globally
- Continue to prioritize marketing Provincetown to international and key domestic markets. Also, market the town as a wedding and honeymoon destination, an LGBTQ destination, foodie, arts and a pet-friendly destination, and expand upon bicycle-friendliness and eco-tourism marketing efforts.
- Continue to publicize and promote Provincetown via the Internet by maximizing the Office of Tourism's website and expanding social networking efforts, and also by leveraging efforts of the Communications Agency and travel writers
- Continue efforts to market and promote Provincetown by awarding Tourism Grants, with primary focus on events outside of the peak season of July and August. Also, help to ensure the success of established events with continued grant funding as needed.

Budget Proposal

- The VSB is recommending a conservative annual budget of \$705,000 for FY2021 revised down from the \$840,000 budget approved by the Select Board in November 2019 and a 6% decrease from the 2020 annual budget of \$750,000. **See APPENDIX B**
- The recommendation is based on deposits into the Tourism Fund of \$776,023 during FY2019, \$1,086,864 during FY2020 and an estimated 75% revenue reduction in FY2021. The three-year average Tourism Fund deposits for fiscal 2018, 2019 and 2020 is \$877,997. The addition of local options tax collected in FY 2020 resulted in a 40.5% increase in rooms tax collected. **See APPENDIX A**

- The VSB proposes to continue its strategy to spend the majority of the annual budget, 78%, on marketing and promoting Provincetown through digital and print ad placement, social media, public relations, media familiarization trips and marketing grants.
See APPENDICES B, D & E
- The Office of Tourism will partner with the Provincetown Chamber of Commerce and the Provincetown Business Guild as well as regional, national and international partners
- The VSB proposes investing in local events and year-round marketing through providing Tourism Marketing Grants. **See APPENDIX E**

Revenue Estimates

- Chapter 178 of the Acts of 1996 provided forty-five percent (45%) of Provincetown’s local room tax proceeds be deposited into the Tourism Fund to “market, beautify, and enhance tourism” in Provincetown
- At the Special Town Meeting on April 5, 2010, Provincetown Voters approved an article to petition the state legislature to reduce the allocation to the Tourism Fund to thirty-five percent (35%). This “Home Rule Petition” was approved in December 2010 and is now in effect
- At the end of each calendar quarter, the Town receives from the State the amount collected for the 6% room option tax in Provincetown during the prior quarter. (Note that at Special Town Meeting on April 5, 2010, this local room option tax increased by 50% to 6% beginning on July 1, 2010).
- The Commonwealth of Massachusetts finalized and passed the legislation to collect short-term rental tax effective July 1, 2019 and Provincetown implemented collection of local option tax on the same date. This will protect the tourism fund and optimistically increase the local option tax collected to support the Tourism Fund, Wastewater Enterprise, General Fund and Special Purpose Stabilization Fund.
- Local option tax deposits are made quarterly, for example, the deposit received from the Massachusetts Department of Revenue on 30 September 2019 was for local room tax collected by the State during the May, June and July 2019 period
- The Tourism Fund has a three-year average annual deposit of \$877,997
- The addition of the short-term rental tax resulted in a 40.5% increase in tax collected for the months of May 2019 through April 2020.
- Fiscal 2019 deposits increased .4% over 2018, on top of a 2.9% increase the previous year
- Fiscal 2018 deposits increased 2.9% over 2017, on top of a 2.9% increase the previous year
- Fiscal 2017 deposits increased 2.9% over 2016, on top of a 5.2% increase the previous year
- Fiscal 2016 deposits increased 5.2% over 2015, on top of a 6.9% increase the previous year
- Fiscal 2015 deposits increased 6.9% over 2014, on top of a 6.6% increase the previous year
- This growth is the result of Provincetown’s investment in its primary economic engine, the Tourism Industry.
- The number of available licensed rooms in Provincetown has had a significant drop of 213 over the five-year period, from 2011 to 2015, a 12.4% decrease. According to the Town Licensing Department the number of available heads in beds capacity had dropped by 373

over the same five-year period from 2011 to 2015, a 9.3% decrease. The number of available licensed rooms in Provincetown has remained stable 1,510 rooms and available heads of 3,640.

See APPENDIX A:

- **Local Tax Quarterly Deposits from the Commonwealth of Massachusetts**
- **Revenue Distribution of Actual Room Tax Receipts**
- **Local Option Accommodations Taxes Collected – Three Year Average**

Tourism Fund Expenditures

The Marketing Plan outlines the strategy of how to achieve the goals, and has several components, including marketing, advertising, tourism grants, Business to Business, and Business to Consumer Outreach, Digital Media, Public Relations, Graphic Design, strategic planning and affiliate partnerships.

Marketing – 53.83% - \$450,000 in FY 2021

- Maintain and improve the Town’s visibility as a domestic and an international destination
- Fund public relations, digital marketing and creative agency services
- Manage a strategic advertising campaign, including Digital, Print, Radio and Outdoor
- Maximize social media presence through major platforms such as, but not limited to, Facebook, Twitter, Instagram and YouTube (Note: While there are other platforms, these remain the most important platforms to have a presence)
- Increase exposure in the press to communicate the Provincetown Brand
- Promote the Brand image for each visitor demographic and business segment
- Maintain the newly developed interactive Destination Marketing website
- Participate in business to business and consumer travel and media marketplaces to develop and maintain relationships
- Partner with the Provincetown Chamber of Commerce and the Provincetown Business Guild to market the Town

See APPENDIX B

The VSB recommends a total of \$450,000 of the Tourism Fund for marketing.

Grants – 17.2% - \$100,000 in FY 2021

- Grant applications for FY 2020 were due the first Monday in December 2020
 - Applicants submit an online application
 - VSB reviews and evaluates all the applications using the online software
 - Grantees submit a final report to request reimbursement
 - The final report shows the success and progression of the event and marketing efforts
 - The final report assists the VSB decision making for future grants applications
 - Unused grant funds roll over to the succeeding fiscal year

- Tourism Event Marketing Grants support new events, shoulder and off-season events to drive the economy before and after the “high season”
- Matching Marketing Grants provide opportunities for organizations to enhance their marketing and advertising efforts and are considered a compliment to the Tourism Department’s marketing plan and to reach niche markets
 - Marketing Grant funds must be used for promotional purposes, and not operational expenses **See APPENDIX E**

The VSB recommends a total of \$100,000 of the Tourism Fund for Grants.

Municipal Projects – 0.0% - \$0.0 in FY 2021

- The annual Municipal budget is used to provide funds to pay for fireworks and surrounding events.
- Fireworks and related events for July 4th and the New Year have been canceled this year and funding is budgeted at \$0.0. Funding will resume and be included in the FY 2022 budget.

The VSB recommends a total of \$0.0 of the Tourism Fund for municipal projects.

Beautification – 0.0% - \$0.0 in FY 2021

- Provide funds for the Public Landscaping Committee
- The VSB had planned to increase funding in preparation for the 400 Year Commemoration of the first landing of the Pilgrims. Due to the needed budget cuts, funding for FY 2021 will be \$0.0
- Funding will resume and be included in the FY 2022 budget.

The VSB recommends a total of \$0.0 of the Tourism Fund for Beautification projects.

Coordination/Support – 21.9% - \$155,000 in FY 2020

- This portion of the budget covers the administrative and operating costs of the Tourism Department including: salaries, benefits, administrative, office supplies, utilities, office equipment, and essential travel.
- The Director and Assistant Director of Tourism execute the Marketing Plan, oversee the Tourism Fund, the Tourism website, annual schedule of events, manage the tourism grant application and reimbursement process, manage the accounting for the tourism fund, oversee the contractors, Firehouse #3 uses, represent the Town at travel, trade and media meetings and marketplaces, and coordinate the Visitor Services Board.
- The Office of Tourism operates two information booths during peak months, May-October, to assist visitors, which is staffed by senior volunteers (This function is currently on hold until it is safe for the senior volunteers to return to work.)

See APPENDIX B & C

The VSB recommends a total of \$155,000 of the Tourism Fund for Coordination and Support.

Details of Marketing Plan

Marketing & Advertising

The Office of Tourism will continue to cultivate new markets in the US in a variety of key metropolitan areas outside of the Northeast. Provincetown has also benefited from the legalization of same-sex weddings; whereas, all states have marriage equality and we will focus our efforts to market Provincetown as a wedding and honeymoon destination to sustain and maximize the wedding market segment.

The VSB will advocate the need for improvement to Provincetown's tourism infrastructure to maintain and grow Provincetown's economic base. Because of growing tourism competition throughout the country, more attention needs to be paid to raise the bar on reaching the existing market segments through executing the strategy for Provincetown to effectively compete as a renowned LGBTQ, Heritage, Arts & Culture, Adventure and Eco-Tourism, Weddings, Food Tourism, Marine Tourism, Retail Shopping, Green Community and Group Tour resort destination.

Promoting Provincetown strategically is paramount in the VSB and Office of Tourism objectives to congruently perform all aspects of branding for all market segments, including Arts, Eco-Tourism, Families, General Audience, LGBTQ Men and LGBTQ Women. This strategy will synchronize the Provincetown brand with all target marketing efforts.

Marketing – 53.83% \$450,000

- The planned media space buy and administrative services totals \$450,000
- A comprehensive media plan is segmented into targeted categories: General Audience, LGBTQ, Heritage, Arts & Culture, Retail Shopping, Lodging, Group Travel, International, Eco-tourism, Marine Tourism and Food Tourism. Market research will continue to provide information in order to sharpen targeting efforts
- More than one third of the budget goes to regional advertising in response to feedback from the business community to do more advertising within an our hour or two of driving distance to Provincetown
- 85% of the budget is allocated to comprehensive digital media plan including: Social Media, Display Ads, Run of Site digital Impressions, Online Publisher Sponsored Content, video and Influencers all of which drive users to the Provincetown Tourism Website.
- Social Media is used to reach Provincetown's followers to disseminate information quickly. Tourism Social Media highlights include:
 - Facebook currently with more than 35,000 followers, and reaches a more mature audience

- Instagram with over 7,000 followers targets the millennial audience, with the strongest opportunity for growth
- Twitter has reached almost 6,000 followers and YouTube is a growing parts of our social media strategy
- Print media has been reduced to 6% of the budget and is intended to maximize exposure in key publications. Examples are: Travel Guides, Group Tours, Canadian Travel and LGBTQ. Print media has online flip-through versions of the magazines on the publications websites
- Maintain an online annual Calendar of Events to encourage re-visitation.
- The Provincetown Tourism website continues to be a key component of the Marketing Plan; maintaining and updating the website's mobile device capabilities and enhancements with current technology will be a priority
- Retain a public relations, digital media and graphic design services for continuity of brand, media and messaging
- To further promotional efforts, host familiarization trips for travel writers and tour operators
- The Office of Tourism maintains relationships with targeted Consumer Travel & Trade Shows and marketplace to promote the Town Participate in business to business and consumer travel and media marketplaces to develop and maintain relationships

See APPENDIX D

- **Advertising Placement Expenditures**
- **Media and Public Relations Expenditures**
- **Other Budgeted Marketing Expenditures**

APPENDIX A LOCAL OPTION TAX:

LOCAL OPTION ROOMS TAX COLLECTED - DEPOSITED TO THE TOURISM FUND, WASTEWATER, CAPITAL IMPROVEMENTS AND GENERAL FUND											
											ACTUAL
DEPOSITS	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	**FY2020
May Jun Jul	\$402,379	\$560,266	\$694,685	\$751,002	\$803,236	\$849,508	\$863,927	\$904,588	\$953,606	\$969,739	\$1,129,932
Aug Sep Oct	\$497,903	\$688,759	\$749,600	\$780,503	\$870,207	\$942,922	\$1,014,238	\$974,980	\$1,038,399	\$1,033,335	\$1,545,898
Nov Dec Jan	\$44,754	\$193,168	\$95,434	\$73,062	\$82,101	\$80,944	\$92,980	\$122,425	\$108,009	\$97,239	\$295,134
Feb Mar Apr	\$50,144	\$75,405	\$96,199	\$132,389	\$96,341	\$106,894	\$111,392	\$140,876	\$105,767	\$109,202	\$134,362
TOTAL	\$985,180	\$1,517,598	1,635,918	\$1,736,976	\$1,851,885	\$1,980,268	\$2,082,537	\$2,142,869	\$2,205,781	\$2,209,514	\$3,105,325
% Δ LY	-3.67%	*54.04%	7.80%	6.20%	6.62%	6.93%	5.16%	2.90%	2.94%	0.17%	40.54%

* Tax rate change ** Short Term Rental Tax in effect July 1, 2019

Fiscal Year	3 Year Avg	% Δ to LY	FY2018	FY2019	**FY2020	3 Year Total	3 Year Avg	Tourism Fund 3 Year Avg
FY 2011	\$1,175,169	15.48%	\$2,205,781	\$2,214,578	\$3,105,325	\$7,525,684	\$2,508,561	\$877,996.47
FY 2012	\$1,379,565	17.39%						
FY 2013	\$1,630,164	18.17%						
FY 2014	\$1,741,593	6.84%						
FY 2015	\$1,856,410	6.59%						
FY 2016	\$1,970,097	6.12%						
FY 2017	\$2,068,558	5.00%						
FY 2018	\$2,143,729	3.63%						
FY 2019	\$2,187,743	5.76%						
FY 2020	\$2,508,561	17.02%						

	FY 2011 *Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	Fund %
Tourism Fund	\$587,186	\$572,571	\$607,942	\$648,160	\$693,129	\$728,888	\$750,004	\$772,023	\$776,292	\$1,086,864	35%
Wastewater Enterprise	\$231,604	\$212,669	\$225,807	\$240,745	\$257,448	\$270,730	\$278,573	\$286,752	\$288,337	\$403,692	13%
General Fund	\$459,475	\$441,698	\$468,984	\$500,009	\$534,699	\$562,285	\$578,575	\$595,561	\$598,854	\$838,438	27%
Special Purpose Stabilization Fund	\$239,333	\$408,980	\$434,244	\$462,971	\$495,092	\$520,634	\$535,717	\$551,445	\$554,495	\$776,331	25%
Total	\$1,517,598	\$1,635,918	\$1,736,976	\$1,851,885	\$1,980,368	\$2,082,537	\$2,142,869	\$2,205,781	\$2,217,978	\$3,105,325	100%
*Tax rate change											

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Toursim Fund Budget	\$450,000	\$613,847	\$600,000	\$600,000	\$615,000	\$630,000	\$665,000	\$700,000	\$750,000	\$750,000
Tourism Fund Tax Deposits	\$587,186	\$572,571	\$607,942	\$648,160	\$693,129	\$728,888	\$750,004	\$772,023	\$776,292	\$1,086,864

LOCAL OPTION MEALS TAX COLLECTED - DEPOSITED IN THE GENERAL FUND											
											ACTUAL
DEPOSITS	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2020
May Jun Jul	\$102,975	\$207,231	\$229,210	\$224,910	\$234,552	\$250,428	\$274,806	\$273,330	\$284,574	\$304,179	\$304,179
Aug Sep Oct	\$179,526	\$197,940	\$219,782	\$232,972	\$252,871	\$260,733	\$262,239	\$282,191	\$284,938	\$298,767	\$298,767
Nov Dec Jan	\$29,892	\$32,550	\$35,347	\$31,350	\$30,095	\$37,410	\$40,816	\$39,789	\$46,985	\$45,812	\$45,812
Feb Mar Apr	\$27,155	\$30,700	\$27,366	\$36,805	\$35,808	\$34,242	\$38,518	\$41,030	\$37,457	\$22,494	\$22,494
TOTAL	\$339,548	468,421	\$511,705	\$526,037	\$553,326	\$582,813	\$616,379	\$636,340	\$653,954	\$671,252	\$671,252
% Δ LY	* N/A	37.95%	9.24%	2.80%	5.19%	5.33%	5.76%	3.24%	2.77%	2.65%	2.65%

* Began collecting Meals Tax July 2011

APPENDIX B

Tourism Five-Plan 2021 – 2025 Recommended Revision

FIVE-YEAR PLAN	BUDGET		BoS APPROVED		RECOMMENDED REVISION		PROJECTIONS							
	FY 2020		FY 2021	\$840K	FY 2021	\$705K	FY 2022		FY 2023		FY 2024		FY 2025	
TOTAL FUND EXPENDITURES	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
TOTAL EXPENSES	750,000		840,000		705,000				0		0		0	
Tourism Budget														
Marketing	350,000	46.67%	450,000	53.57%	450,000	63.83%	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
Grants	200,000	26.67%	170,000	20.24%	100,000	14.18%	#DIV/0!	0	#DIV/0!	0	0.00%	0	#DIV/0!	0
Municipal	50,000	6.67%	50,000	5.95%	0	0.00%	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
Beautification/Public Landscaping	10,000	1.33%	10,000	1.19%	0	0.00%	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
Coordination & Support	140,000	18.67%	160,000	19.05%	155,000	21.99%	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
Tourism Subtotal	750,000	100.00%	840,000	100.00%	705,000	100.00%	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0

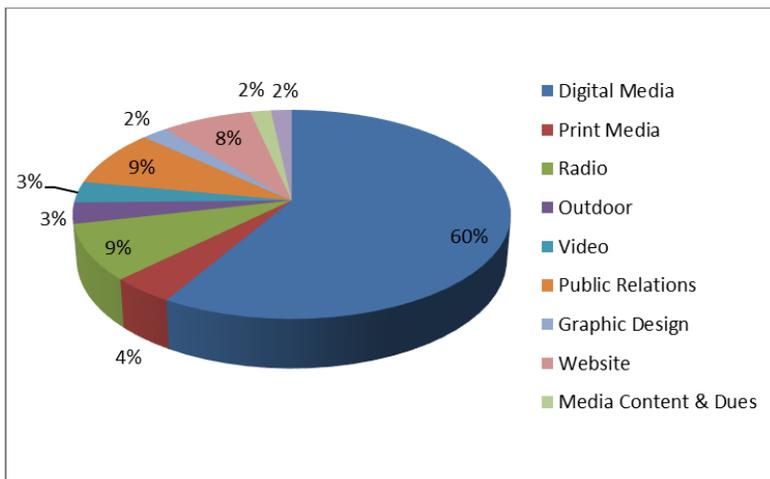
APPENDIX C

Annual Tourism Budget Ten-Year History

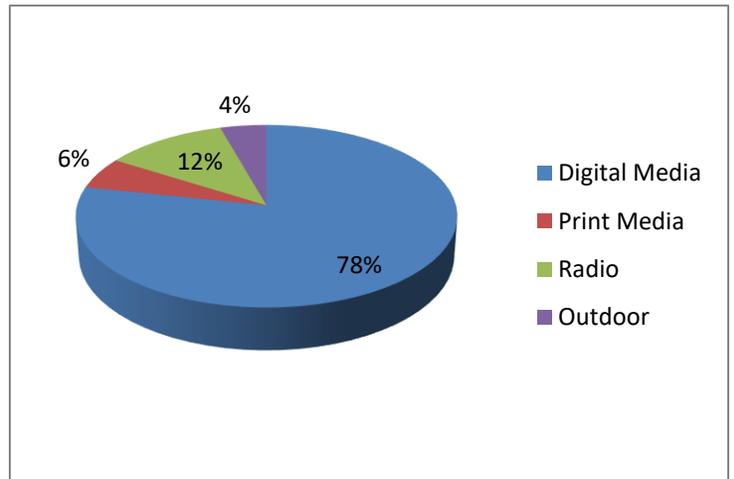
PROVINCETOWN TOURISM BUDGET 10 YEAR HISTORY																				
	FY 2011		FY 2012		FY 2013		FY 2014		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019		FY 2020	
	Amount	%																		
ACTUAL	450,000		613,847		600,000		600,000		615,000		630,000		665,000		700,000		750,000		750,000	
Tourism Budget																				
Marketing	210,000	46.67%	315,000	51.32%	320,000	53.33%	320,000	53.33%	320,000	52.03%	320,000	50.79%	335,000	50.38%	380,000	54.29%	350,000	46.67%	350,000	46.67%
Grants	108,000	24.00%	150,000	24.44%	110,000	18.33%	130,000	21.67%	125,000	20.33%	140,000	22.22%	150,000	22.56%	125,000	17.86%	200,000	26.67%	200,000	26.67%
Municipal	34,668	7.70%	39,847	6.49%	35,000	5.83%	20,000	3.33%	40,000	6.50%	35,000	5.56%	40,000	6.02%	50,000	7.14%	50,000	6.67%	50,000	6.67%
Beautification	5,000	1.11%	9,000	1.47%	15,000	2.50%	10,000	1.67%	10,000	1.63%	10,000	1.59%	10,000	1.50%	10,000	1.43%	10,000	1.33%	10,000	1.33%
Coordination	92,332	20.52%	100,000	16.29%	120,000	20.00%	120,000	20.00%	120,000	19.51%	125,000	19.84%	130,000	19.55%	135,000	19.29%	140,000	18.67%	140,000	18.67%
Total	450,000	100.00%	613,847	100.00%	600,000	100.00%	600,000	100.00%	615,000	100.00%	630,000	100.00%	665,000	100.00%	700,000	100.00%	750,000	100.00%	750,000	100.00%

FISCAL YEAR 2021 PROPOSED MARKETING FUNDS	
MARKETING & PROMOTION	PROPOSED BUDGET
Social Media Post Boosting	23,000
Digital/Social Media Contract and Space Buy	200,000
Online Publishers Sponsored Content	45,000
Print Publications	19,000
Radio Spots & Streaming	40,000
Video Production	15,000
Out Door Advertising (billboards and kiosks)	15,000
Media and Advertorial Content	5,000
Subtotal	\$362,000
Administrative Expenses	Budget
Organization/Membership Dues	3,000
Website Hosting and Maintenance	35,000
Graphic Artist/Creative Content	10,000
Public Relations	40,000
Subtotal	\$88,000
TOTAL	\$450,000

MARKETING BUDGET BY CATEGORY



ADVERTISING SPENDING ALLOCATION



APPENDIX E Tourism Grant Program

EVENT Marketing Grants >\$5,000										
Organization	FY20	FY19	FY18	FY17	FY16	FY15	FY14	FY13	FY12	FY11
Provincetown Int'l Film Festival	\$17,000	\$20,000	\$17,500	\$17,000	\$17,000	\$15,000	17,500	19,000	19,000	18,000
Provincetown Pride	\$10,000	\$0	N/A							
Women's Week	\$8,750	\$10,000	\$8,500	\$10,000	\$10,000	\$9,750	9,750	10,000	5,000	
Tennessee Williams Theater Festival	\$8,500	\$10,000	\$8,000	\$9,000	\$9,000	\$6,000	6,500	7,000	6,000	3,000
First Light Provincetown	\$7,500	\$7,425	\$6,500	\$6,000			9,500	11,000	11,000	10,000
Holly Folly	\$6,500	\$6,500	\$6,000	\$6,000	\$5,000	\$4,000	7,500	8,000	5,500	5,000
Great Provincetown Schooner Regatta	\$6,000	\$9,500	\$6,500	\$7,000	\$7,500	\$7,500	7,000	8,000	8,000	8,000
Portuguese Festival	\$6,000	\$8,000	\$6,000	\$6,000	\$6,000	\$6,000				
Girl Splash	\$5,800	\$8,000	\$7,000	\$7,500	\$7,500	\$7,500	4,500	5,000	3,500	3,000
Women of Color Weekend	\$5,500	\$6,000	\$4,500	\$6,000	\$6,000	\$5,000	5,750	6,000	6,000	4,000

\$81,550

\$5,000 grants and above FY20

Top 10 grants are 40.78% of FY20

budget

The largest five grants are 25.87% of FY20 grant

budget

Matching Marketing Awards				
Organization	FY20	FY19	FY18	FY17
Provincetown Business Guild	\$15,000	\$20,000	\$20,000	\$20,000
Provincetown Chamber of Commerce	\$15,000	\$20,000	\$20,000	\$20,000
Provincetown LGBTQ Welcome & Resource Center	\$7,500			
Center for Coastal Studies	\$4,500	\$5,000	\$5,000	\$4,000
Fine Arts Work Center	\$4,500	\$5,000	\$5,000	\$4,000
Provincetown Art Assoc. & Museum	\$4,500	\$5,000	\$5,000	\$4,000
Provincetown Theater	\$4,500	\$5,000	\$5,000	\$4,000
Pilgrim Monument & Ptown Museum	\$2,700	\$5,000	\$5,000	\$4,000
	<u>\$58,200</u>	\$65,000	\$65,000	\$60,000

Matching Marketing Grants were 29.1% of FY20 grant budget

One-time Grant	Five Year					
Organization	Total	FY19	FY18	FY17	FY16	FY15
Provincetown 400	\$75,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000



**Provincetown Select Board
AGENDA ACTION REQUEST
Monday, July 27, 2020**

4B

QUARTERLY POLICE OPERATIONAL REPORT

Presented by Police Chief Jim Golden

Requested by: Police Chief Jim Golden

Action sought: Discussion/Approval

Proposed Motion(s)

Discussion Dependent. Votes may be taken.

Additional Information

See attached Quarterly Police Operational Report

Board Action

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

Town of Provincetown

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



Police Department

26 Shank Painter Road
Provincetown, MA 02657
Phone: (508) 487-1212
Fax: (508) 487-4077
www.provincetown-ma.gov

To: Provincetown Select Board
From: Police Chief James F. Golden
Subject: Quarterly Police Operational Report
Date: July 21, 2020 (First Half 2020)

Activity Synopsis

All police activity (daily call volume, arrest and dispatch logs) is maintained and published weekly and archived on our website.

The Police Department tracks every call a police officer is called to, including all self-initiated field activity or (SIFA). As there have been some questions, I have attempted to highlight the distinction for you.

The Provincetown Police Department strives to engage in community policing efforts to ensure that our residents and visitors receive quality services and have a safe community in which to live, work and visit.

It is no secret that many crimes are crimes of opportunity. The opportunity could be presented as an unsecured business, an unlocked vehicle, or an open door. Many criminals only look for that small opportunity to make someone a victim. To deter these threats, our officers proactively seek out crime and nuisance issues in the community year-round.

During the year, officers consistently check closed town buildings and property to ensure they are secure, walk into open businesses to see if there are any issues, walk through the skate and dog parks to speak with those present, and they also are present at the start and stop of each school day to speak with young adults. The department documents these self-initiated activities that officers engage in during their shift. These SIFA activities can be separated into different categories which all have the same general purpose: prevent and solve crime, increase citizen safety, and encourage officer/citizen interaction. Some of the categories of SIFA fall into the enforcement action section which includes traffic observation and traffic stops. Another category is community security which includes closed town building and property checks, residential vacation checks, public parks and green space checks, and foot patrols. Another category would be community presence and interaction which covers park, walk and talks, foot patrol, and certain citizen assist calls.

Calls for Police Service:

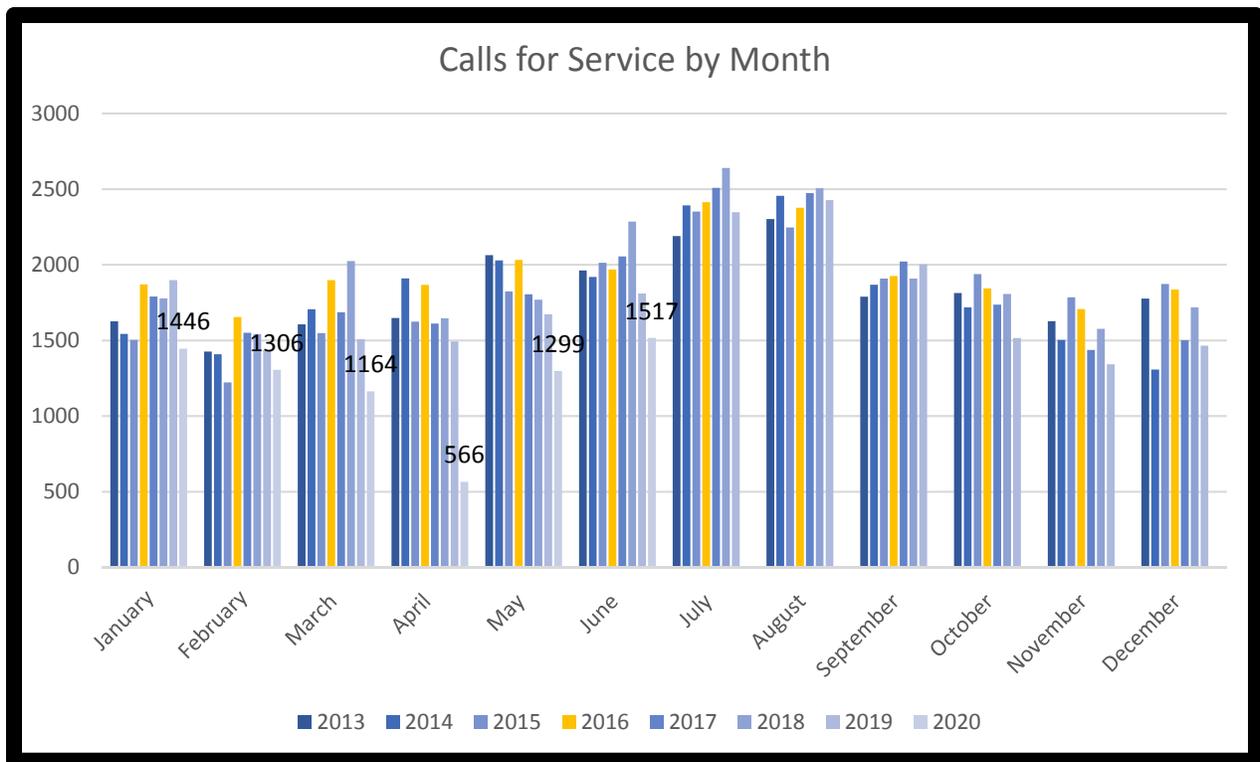
Residents and visitors ask for police service by calling the police dispatch center – either through 911 or on a non-emergency line, in person by hailing an officer in the field, or by making an appearance at the police facility.

Self-Initiated Field Activity (SIFA):

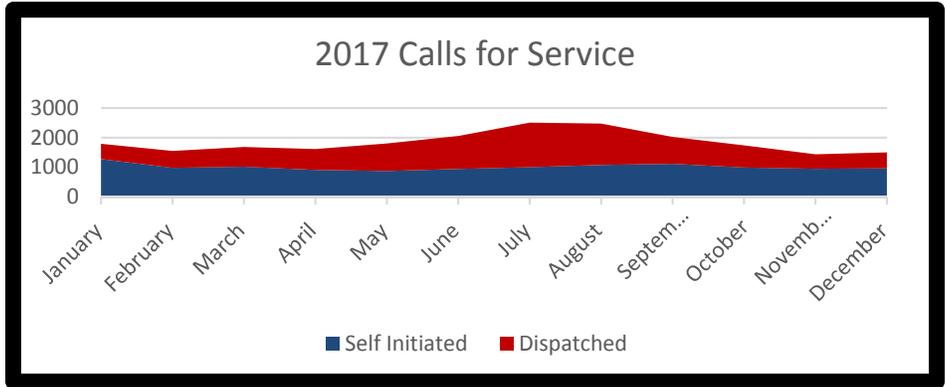
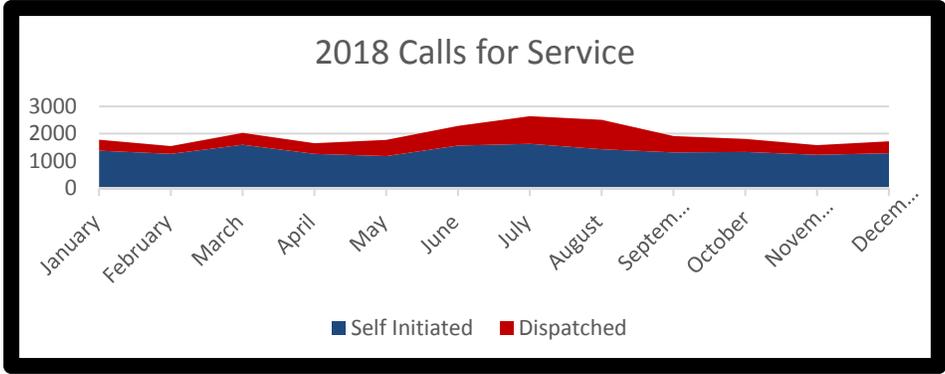
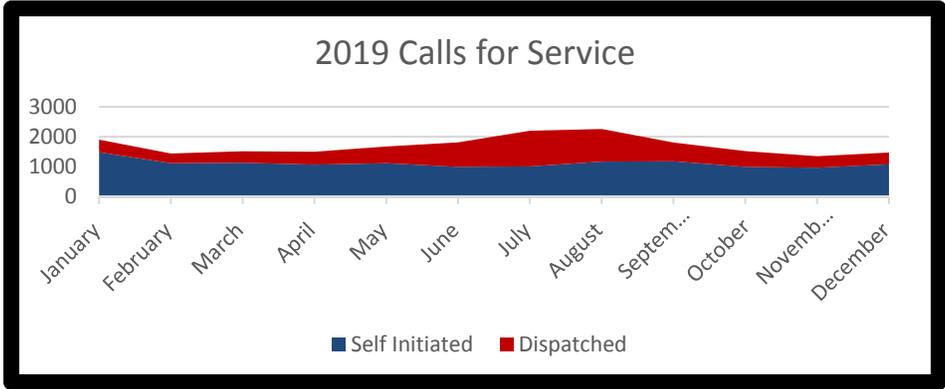
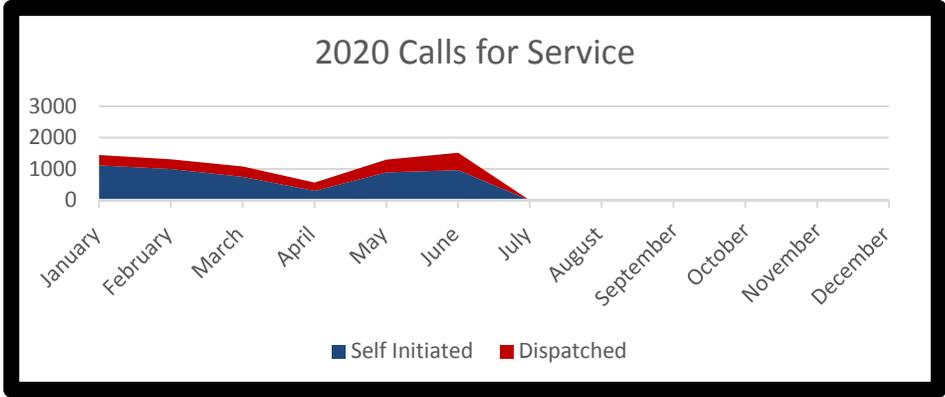
Police officers self-initiate an action because they see something out of place or disturbed; observe a traffic violation, etc. The officer decides when and where to begin these encounters.

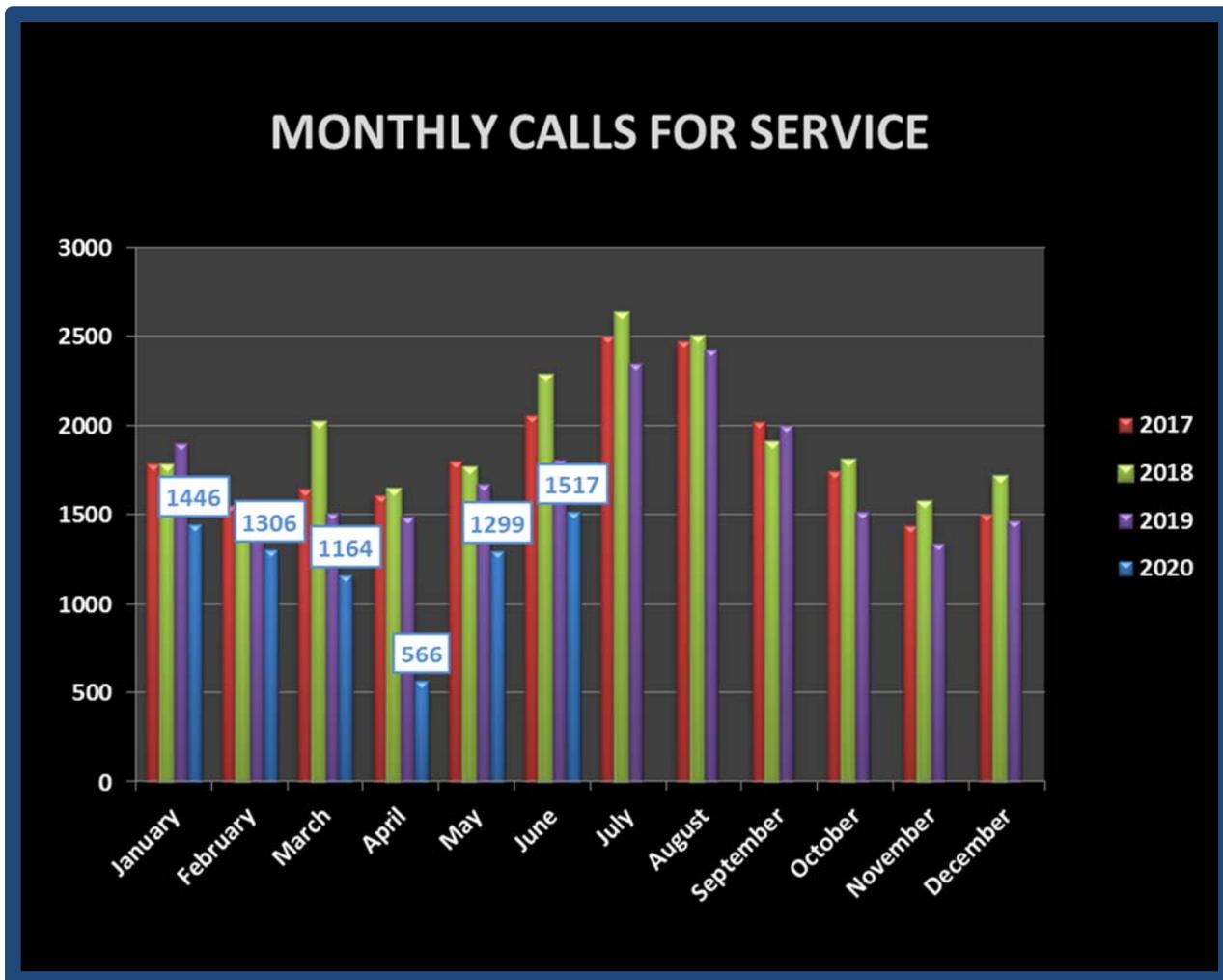
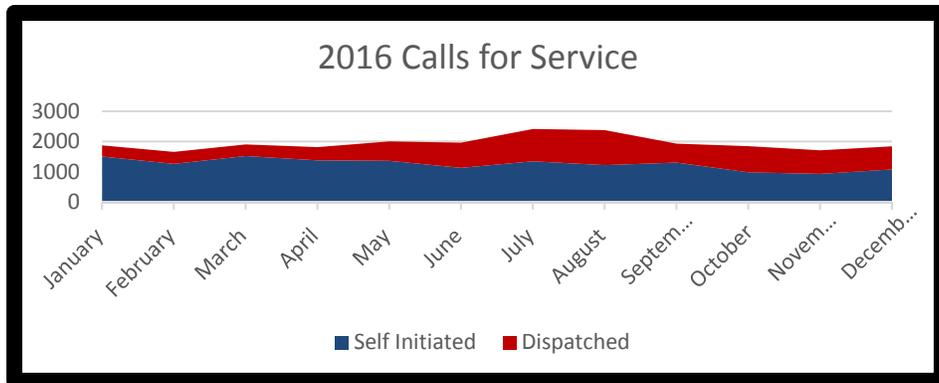
I will try to highlight for you all recorded police activity for you. I trust you will agree that our police officers self-initiated activity indicates a proactive community police force. The response to officer’s proactive activity from local businesses and individuals remain positive.

Police Activity by Month with a 7-year look-back:

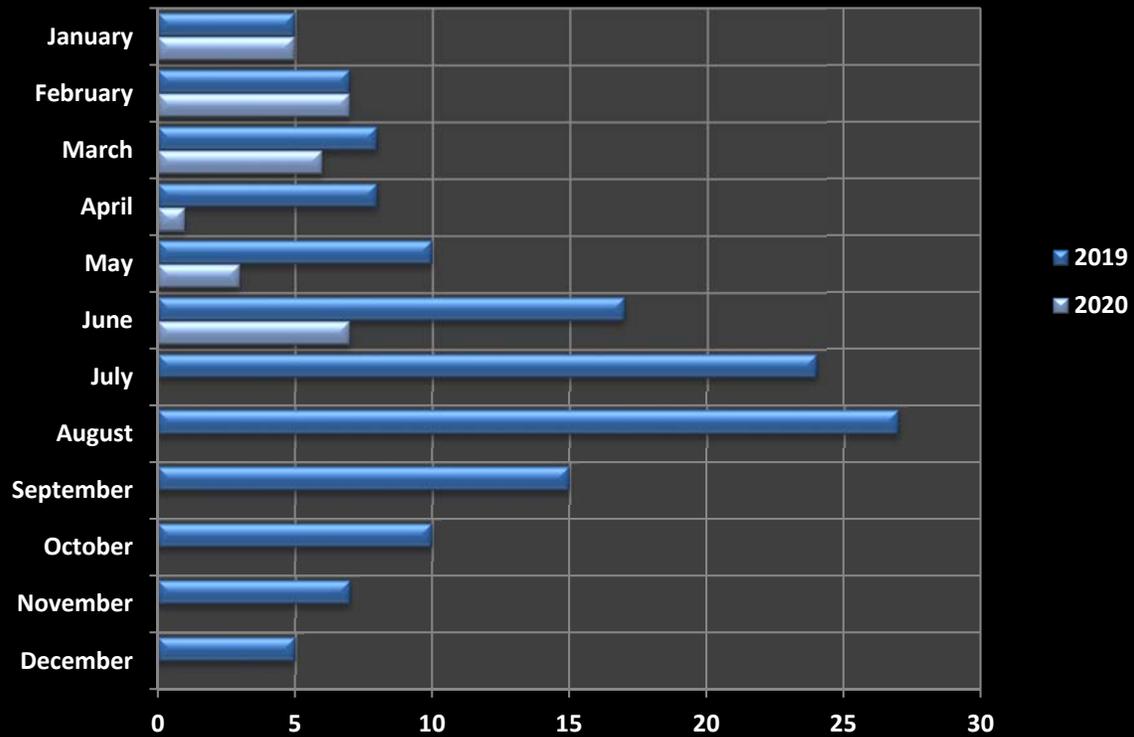


January 2019:	1899	January 2020:	1446
February 2019:	1437	February 2020:	1306
March 2019:	1509	March 2020:	1164
April 2019:	1493	April 2020:	566
May 2019:	1673	May 2020:	1299
June 2019:	1811	June 2020:	1517





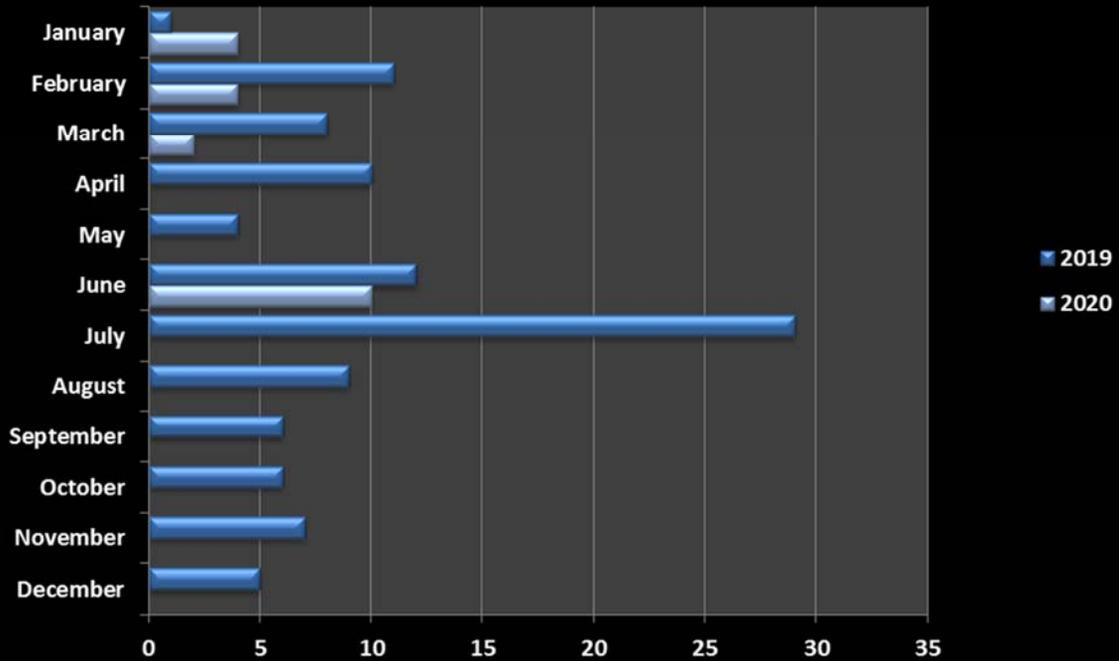
MONTHLY ARRESTS



January 2019: 05
February 2019: 07
March 2019: 08
April 2019: 08
May 2019: 10
June 2019: 17

January 2020: 05
February 2020: 07
March 2020: 06
April 2020: 01
May 2020: 03
June 2020: 07

MONTHLY PROTECTIVE CUSTODIES



January 2019: 04

February 2019: 01

March 2019: 11

April 2019: 08

May 2019: 10

June 2020: 04

January 2020: 03

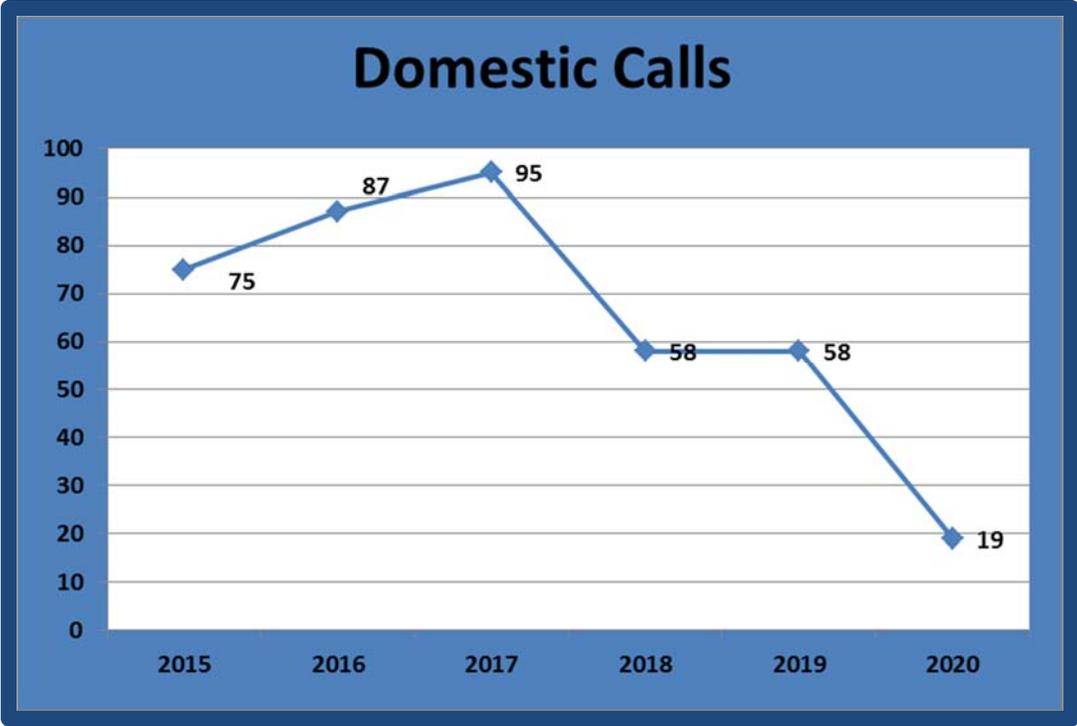
February 2020: 03

March 2020: 03

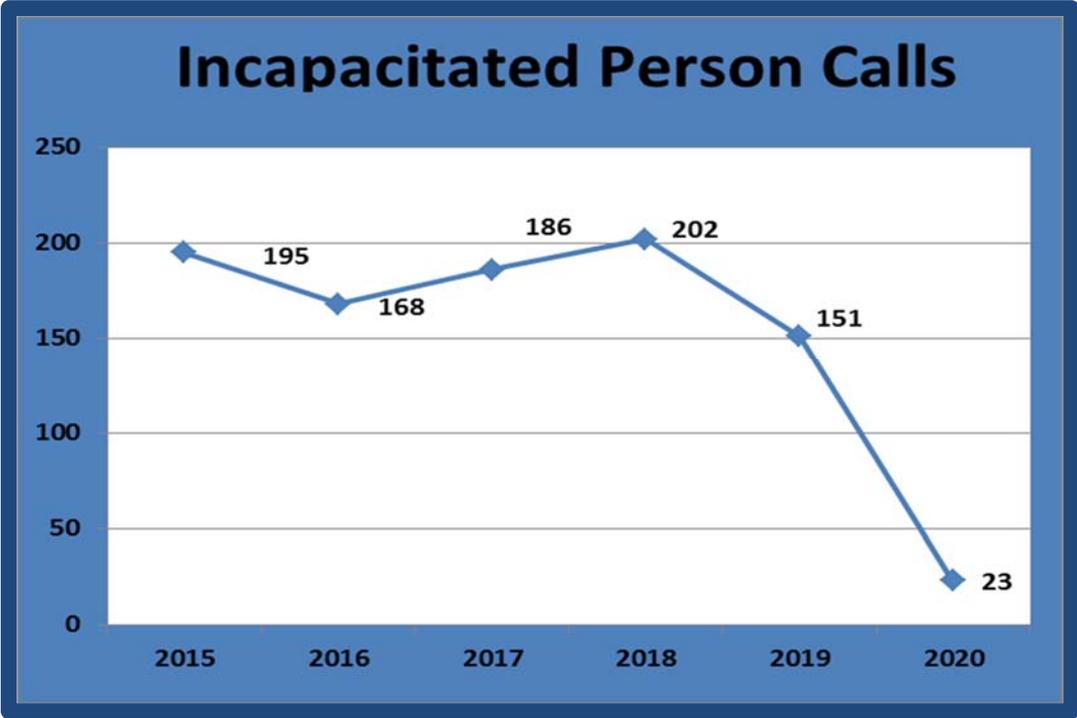
April 2020: 00

May 2020: 00

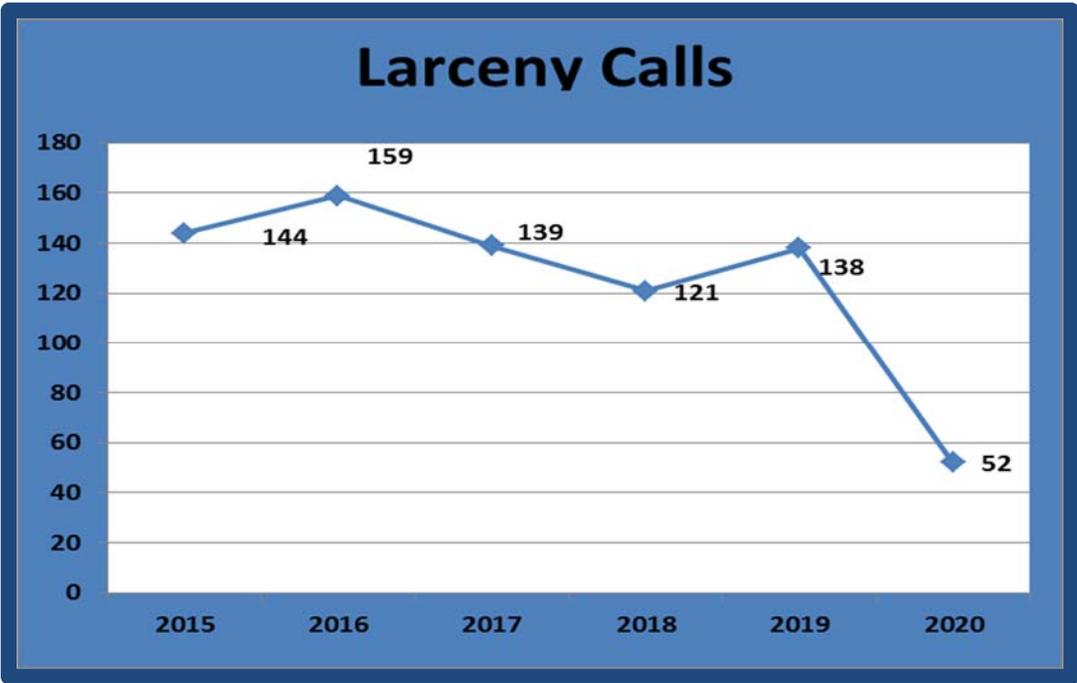
June 2020: 10



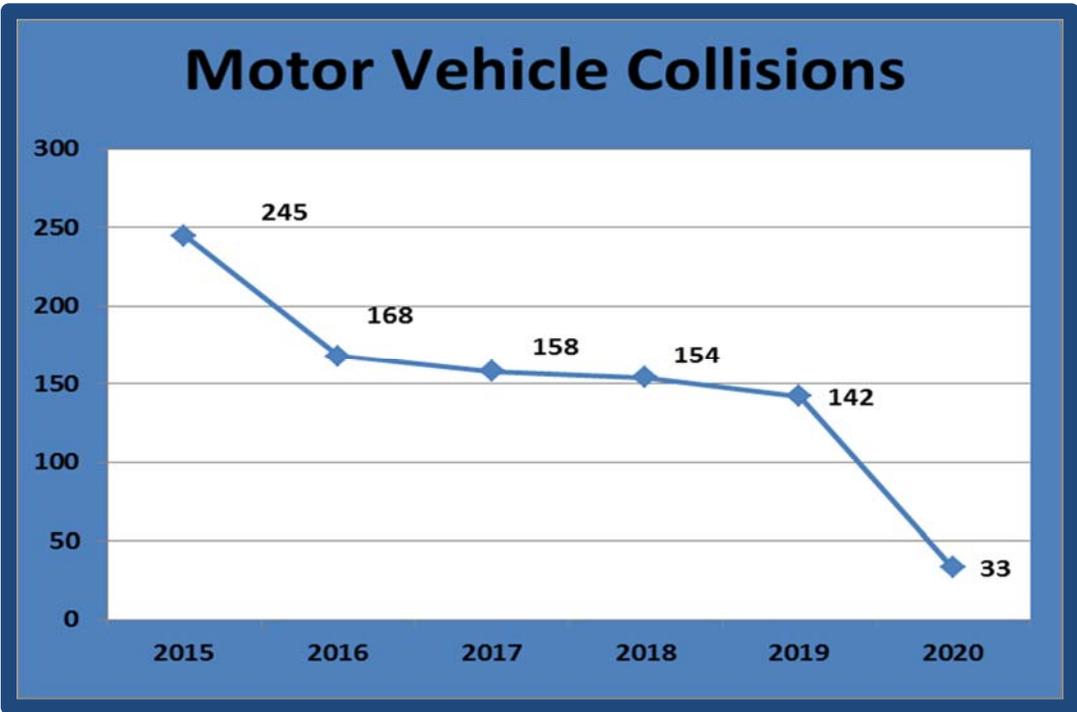
2019 Number during same timeframe was 18.



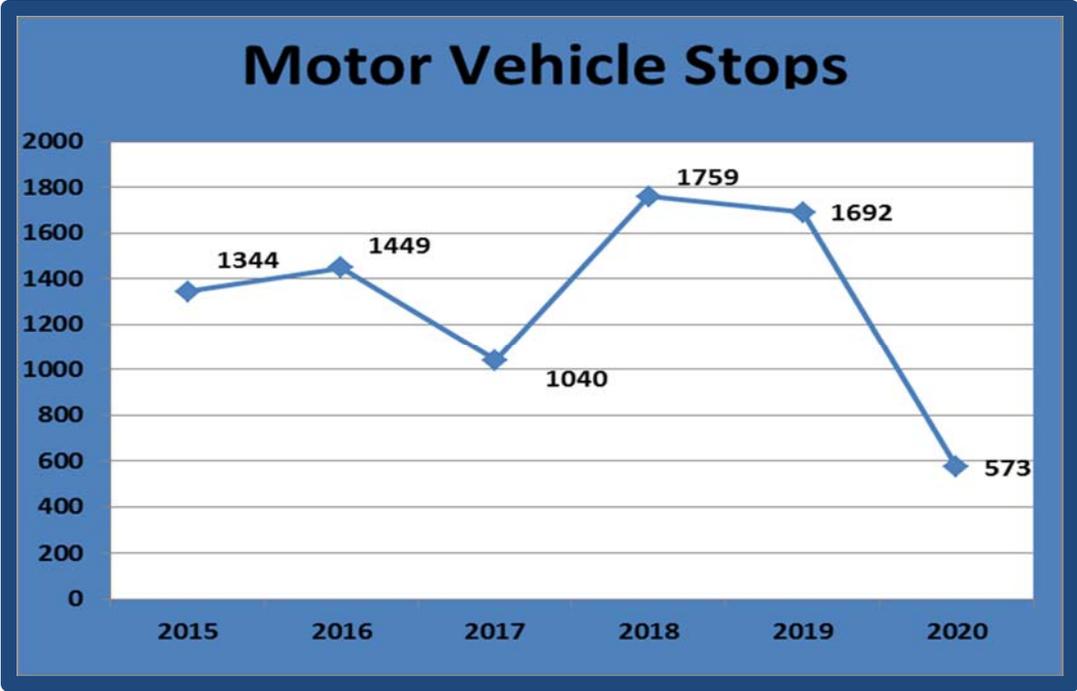
2019 Number during same timeframe was 44.



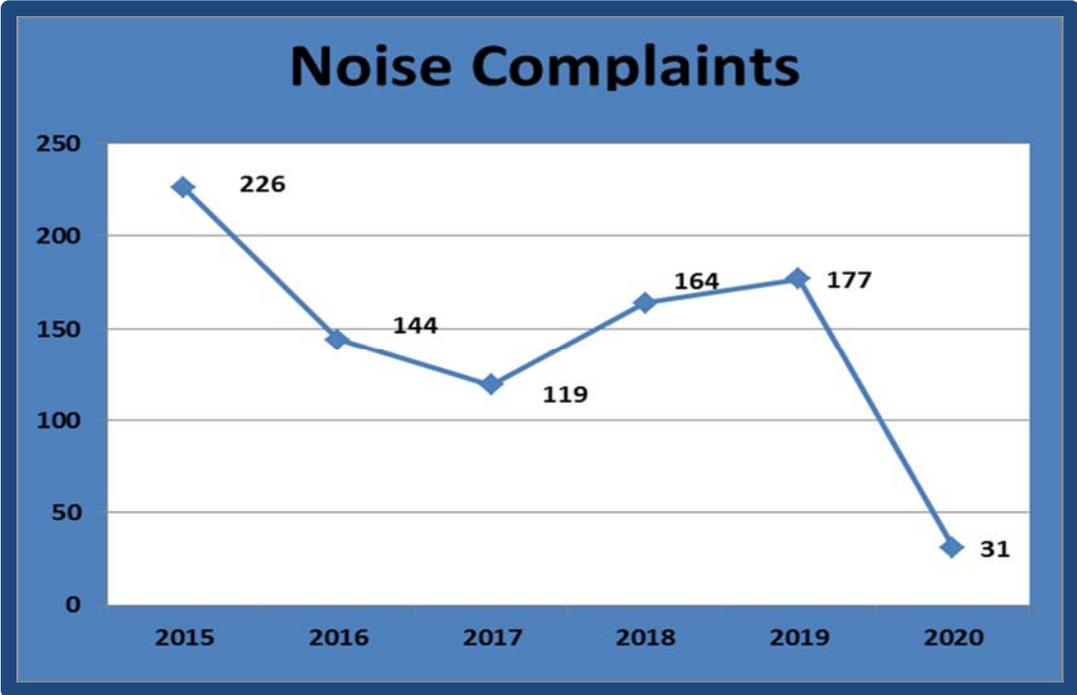
2019 Number during same timeframe was 48.



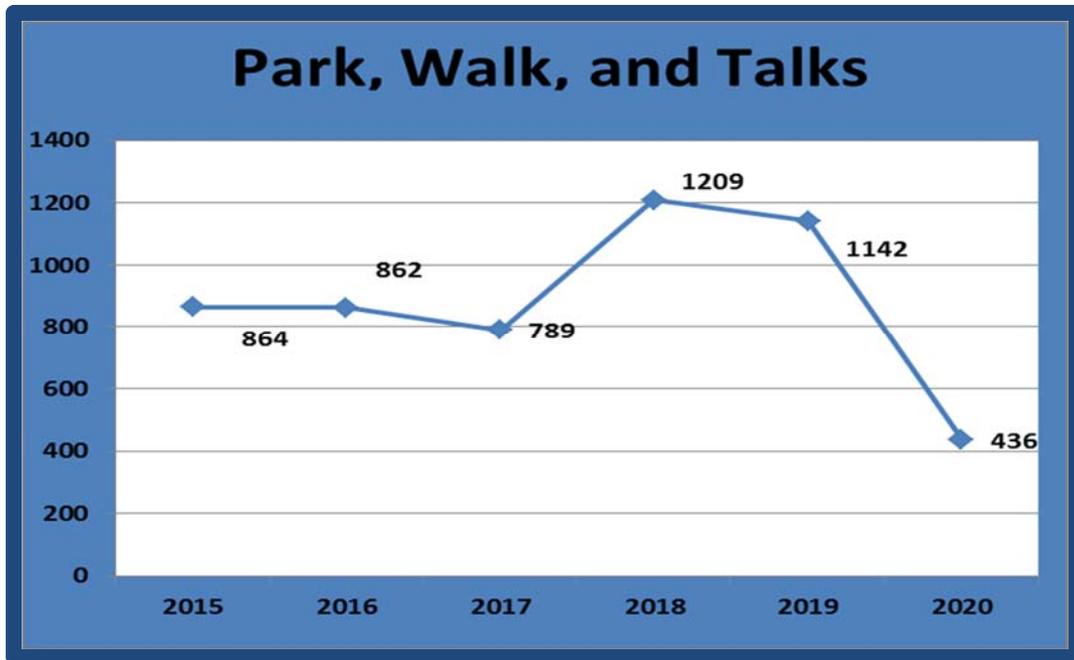
2019 Number during same timeframe was 53.



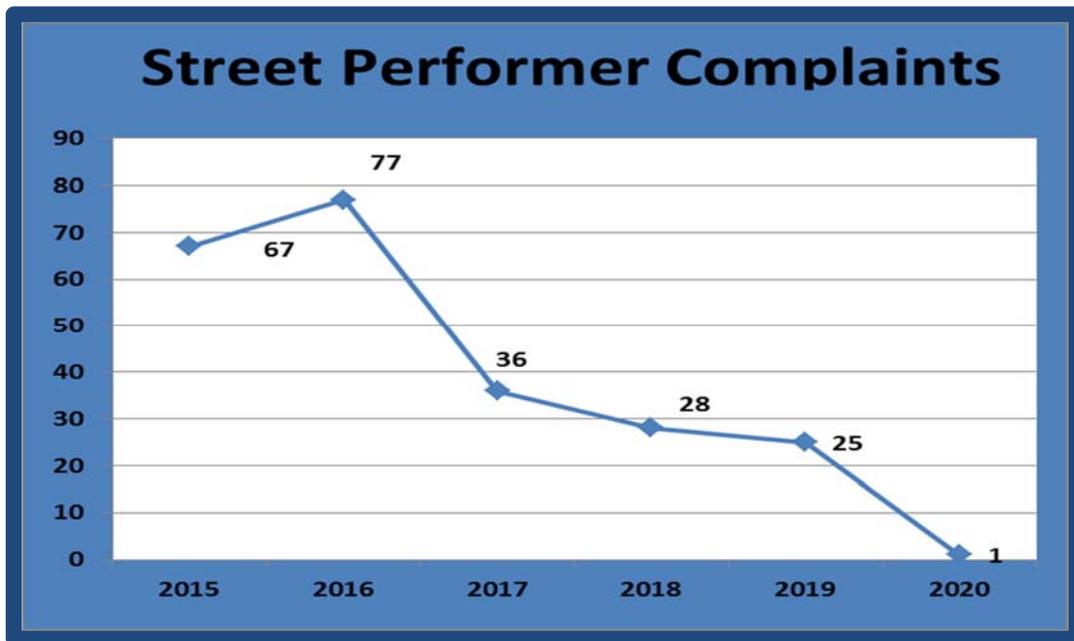
2019 Number during same timeframe was 744.



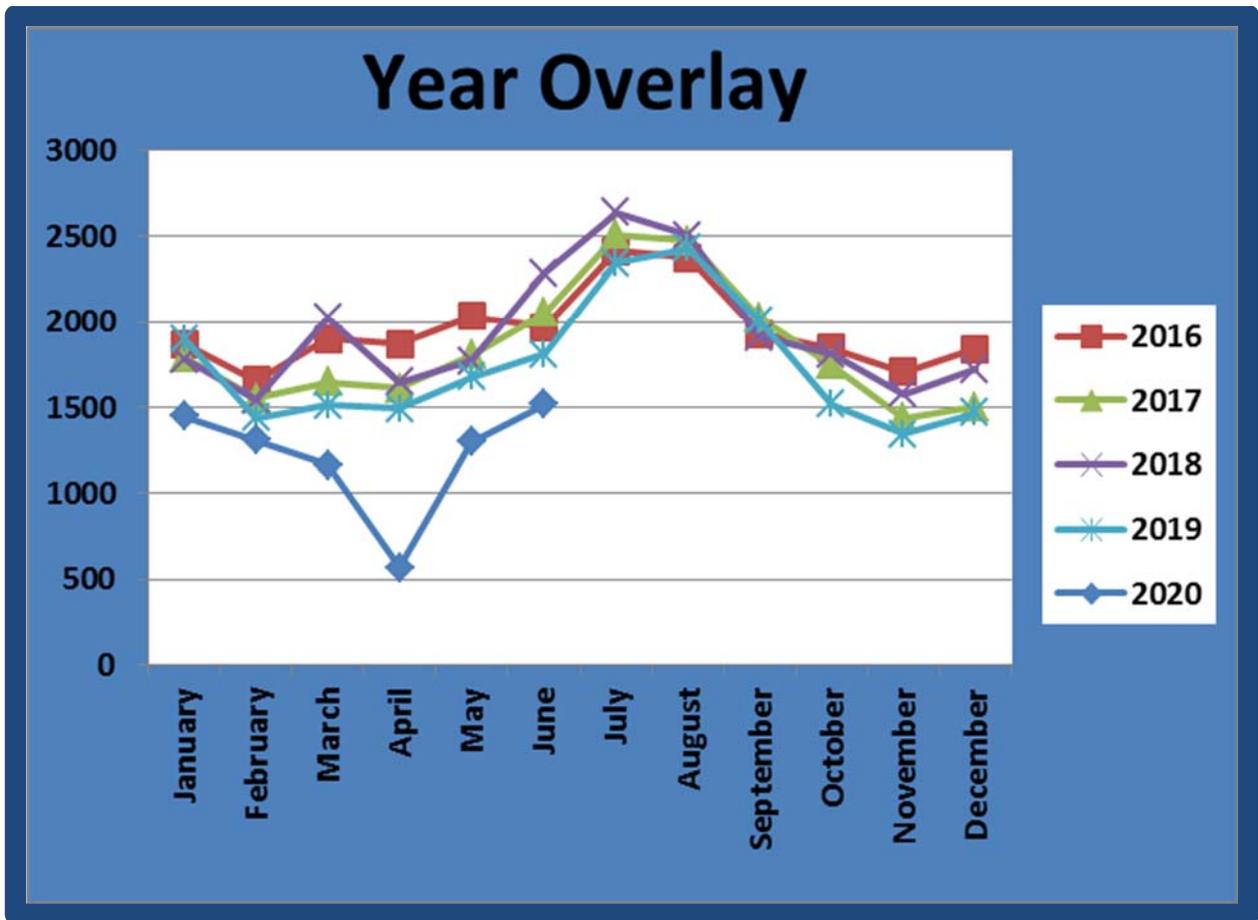
2019 Number during same timeframe was 49.



2019 Number during same timeframe was 584.



2019 Number during same timeframe was 5.



As you know, the COVID-19 virus pandemic was a tragedy that none of us could have predicted. As of today's reporting, there are zero active cases of COVID-19 in Provincetown. The Health Director and her team are continuing to monitor the virus and the spread very carefully. Please pick up the phone if the Board of Health is calling. Residents are urged to continue to be cautious as the State settles into phase 3.

Governor Baker issued new travel guidelines this month in response to the increase of COVID-19 across the United States. Please be careful when traveling outside the northeast region, as you can get sick when traveling.

Anyone traveling to Massachusetts, including residents returning home, are instructed to self-quarantine for 14-days. This does not apply to travelers or return trips from the six New England states, New York or New Jersey. The mask order remains in effect. Anyone who is exhibiting any illness are asked not to enter Massachusetts, in the advisory.

There is so much going on in the United States, but watching the increasing cases of COVID-19 now in 40 states helps put into perspective that all of the steps taken in March and April helped Massachusetts maintain its path toward recovery. Letting our guard down is just not advisable, especially with summer travel and as the State evaluates Phase 3 of the reopening plan. We do recognize factors such as fatigue and how much harder it is to continue to be cautious; but the work put in has helped us get where we are.

Please continue to ensure the following four key actions are upheld on a daily basis:

- Face coverings in all public places
- Face coverings are mandated on Commercial Street between
- Keep a 6-foot distance from people you do not live with
- Physical social distancing, the cloth face mask is not a substitute for social distancing.
- Increased hand washing and sanitation
- Staying home when feeling unwell, if you have a cough, difficulty breathing, fever, chills, muscle pain, headache or sore throat, and/or loss of taste or smell, call your doctor's office.

Officers in every marked police vehicle (cruiser, motorcycle or bicycle) will have a supply of masks to distribute if they encounter anyone without them during their shifts.



**Provincetown Select Board
AGENDA ACTION REQUEST
Monday, July 27, 2020**



FY2020 YEAR END SUMMARY

Presented by Finance Director

Requested by: Finance Director Josee Young

Action sought: Discussion

Proposed Motion(s)

Discussion Dependent. Votes may be taken.

Additional Information

See attached

Board Action

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

MEMO

Date: July 23, 2020
To: Select Board
From: David Gardner, Acting Town Manager and Josee Cardinal Young, Finance Director
Re: FY2020 Budget to Actual results

Attached for your review is a report of the FY2020 budget to actual report for the general fund.

FY2020 ended with a net budget surplus of approximately \$2.5 million. This amount may decrease for invoices received later than usual due to remote work schedules of the Town's vendors. These late invoices will be added to FY2020 encumbrances as received. The net budget surplus becomes a component of the free cash calculation for the year ended FY2020 to be used for the 2021 Annual Town Meeting.

With the State of Emergency declared for the COVID-19 pandemic, policies were implemented from March – June 2020 to prevent the Town from deficit spending of the operating budget as follows:

1. Spending restricted to essential expenditures on March 20, 2020
2. Spending freeze implemented on May 22, 2020
3. Temporary moratorium placed on seasonal positions March 23, 2020 - June, 1, 2020
4. Non-essential vacant positions were not filled
5. Seek all available funding opportunities to offset COVID-19 related expenditures

6. Follow State guidelines for requesting and accounting for deficit spending related to COVID-19

SUMMARY:

Expenditure Budget Surplus \$2,084,148

(may be reduced as additional FY20 invoices are received and added to encumbrances)

Benefits and Insurance – Cape Cod Municipal Health Group announced no increase for FY20 after the budgets had been finalized. Because MA unemployment has been so inundated processing claims, they have been delayed in billing municipalities for these claims. The encumbrances in this line represent unbilled unemployment payments from March – June 2020.

Operating expenditures – implementation of spending limitations and delayed start of season

Revenue Budget Surplus \$437,103

Even with many estimated receipts coming in under budget, the Town realized a small overall revenue surplus due to new and unbudgeted revenues including short term rooms tax and tax title receipts.

Real Estate Taxes – The second half FY2020 real estate tax bill due date was extended from May 1 to June 1 as allowed by the State due to the COVID-19 crisis. Although Real Estate Tax receipts were 96%

collected at June 30, 2020 showing a budget deficit of \$846,000, we expect to reach the projected 98% from July – September.

Parking – Less than budgeted due to late opening and less visitors

Building and Health fees and licenses – Less than budgeted due to economic decline, delay in business openings and reduced construction activity.

**TOWN OF PROVINCETOWN
FY2020 BUDGET TO ACTUAL RESULTS
EXPENDITURES**

ACCOUNT DESCRIPTION	BUDGET	ACTUAL	Encumbrances	AVAILABLE BUDGET	
01113200 Election Town Meeting	13,358.00	3,965.80		9,392.20	Town Meeting postponed
01122100 Select Board Personnel	81,325.30	80,047.86		1,277.44	
01122200 Select Board Operating	29,039.10	26,990.36		2,048.74	
01123100 Town Manager Personnel	302,420.19	316,492.38		(14,072.19)	Town Manager Contract (Robin)
01123200 Town Manager Operating	36,680.90	15,150.34		21,530.56	
01131200 Finance Comm Operating	129,325.00	2,061.06		127,263.94	No FY20 Reserve Fund Transfers
01135100 Town Accountant Pers	200,554.57	200,554.57		-	
01135200 Town Accountant Oper	76,236.00	61,202.58		15,033.42	
01136100 MIS Coordinator Pers	238,117.67	238,117.67		-	
01136200 MIS Coordinator Oper	466,059.02	466,059.02		-	
01141100 Board of Assessors Pers	219,113.74	214,784.62		4,329.12	
01141200 Board of Assessors Oper	62,400.00	59,954.54		2,445.46	
01145100 Treasurer/Collector Pers	265,091.80	265,091.80		-	
01145200 Treasurer/Collector Oper	45,161.67	41,187.41		3,974.26	
01151200 Legal Services Oper	210,000.00	152,261.39		57,738.61	
01156200 Administration Oper	64,050.00	48,960.86		15,089.14	
01161100 Town Clerk Personnel	124,255.41	116,336.58		7,918.83	Lapse between former and new Clerk
01161200 Town Clerk Operating	7,110.00	3,696.29		3,413.71	
01190100 B&G Personnel	857,588.61	732,368.33		125,220.28	Vacant positions
01192200 B&G Operating	640,268.00	513,311.47	4,467.20	122,489.33	Late start to season, project delay
01210100 Police Personnel	2,773,085.51	2,574,533.18		198,552.33	Vacant positions
01210200 Police Operating	207,705.00	159,449.67		48,255.33	
01220100 Fire Personnel	798,753.93	798,749.69		4.24	
01220200 Fire Operating	231,621.33	218,544.93	9,989.04	3,087.36	
01231200 Ambulance Service	1,002,385.00	1,002,385.12		(0.12)	
					David Gardner 6+ months as acting
01250100 Community Development Pers	541,152.88	466,629.77		74,523.11	Town Manager
01250200 Community Development Oper	53,342.00	38,001.88		15,340.12	
01251100 Building Department	209,406.12	209,406.12		-	
01251200 Building Dept - Oper	8,331.97	5,131.63		3,200.34	
01253100 Health Dept - Pers	123,459.57	123,459.39		0.18	
01253200 Health Dept - Operating	141,125.00	130,150.24		10,974.76	

**TOWN OF PROVINCETOWN
FY2020 BUDGET TO ACTUAL RESULTS
EXPENDITURES**

ACCOUNT DESCRIPTION	BUDGET	ACTUAL	Encumbrances	AVAILABLE BUDGET
01255100 Housing & Economic Dev	78,502.80	78,439.40		63.40
01255200 Housing & Economic Dev	22,000.00	335.40		21,664.60
01291100 Emergency Mgemt Perso	26,872.83	26,872.83		-
01291200 Emergency Mgemt Oper	11,422.46	4,585.84		6,836.62
01294200 Harbor Committee Oper	1,400.00	60.00		1,340.00
01295200 Marine Services Oper	204,907.00	204,906.96		0.04
01296100 Shellfish Personnel	50,335.51	50,335.51		-
01296200 Shellfish Operating	11,949.62	6,589.15		5,360.47
01299100 Parking Personnel	342,876.75	299,810.14		43,066.61 Delayed lot opening
01299200 Parking Operating	170,382.54	134,025.69		36,356.85 Delayed lot opening
01421100 DPW Admin Personnel	304,146.39	205,001.55		99,144.84 Vacant positions
01421200 DPW Admin Operating	242,450.00	181,453.70	6,175.00	54,821.30
01422100 Highway Personnel	511,616.70	479,763.17		31,853.53 Vacant positions
01422200 Highway Operating	120,825.00	104,963.96	67.10	15,793.94
01423100 Snow & Ice Personnel	27,000.00	4,110.03		22,889.97 Mild winter
01423200 Snow & Ice Operating	140,700.00	15,946.44		124,753.56 Mild winter
01431100 Solid Waste Recycle Pers	489,775.16	489,094.72		680.44
01431200 Solid Waste Recycle Oper	460,570.00	534,034.00	16,173.85	(89,637.85) Expected due to fee increases
01432200 Recycling Cte	11,950.00	4,496.76	4,834.30	2,618.94
01482100 Airport Personnel	2,000.00	747.34		1,252.66
01482200 Airport Oper Exp	156,600.00	66,069.15	67,109.00	23,421.85
01512100 Human Services Pers	18,778.29	18,771.93		6.36
01512200 Human Services Oper	23,770.00	14,469.87		9,300.13
01541100 Council on Aging Pers	242,819.69	241,488.53		1,331.16
01541200 Council on Aging Oper	17,726.88	9,811.03		7,915.85
01543200 Veterans Services	49,422.00	54,891.02		(5,469.02) Additional veteran added in FY20
01545200 Disability Commission	5,000.00	-		5,000.00
01550200 Animal Welfare Committee	300.00	-		300.00
01560200 Bicycle Committee	8,000.00	7,988.56		11.44
01610100 Library Personnel	302,771.57	285,128.27		17,643.30
01610200 Library Operating Exp	106,024.00	79,373.34		26,650.66
01630100 Recreation Dept Pers	193,233.26	175,416.30		17,816.96
01630200 Recreation Dept Oper	23,290.00	20,861.25		2,428.75

**TOWN OF PROVINCETOWN
FY2020 BUDGET TO ACTUAL RESULTS
EXPENDITURES**

ACCOUNT DESCRIPTION	BUDGET	ACTUAL	Encumbrances	AVAILABLE BUDGET	
01672200 Art Commission Oper	8,250.00	-		8,250.00	
01710900 Gen'l Fund Debt Service	1,602,837.00	1,546,588.86		56,248.14	
01910200 Benefits & Insurance	7,332,648.95	6,607,341.56	114,692.76	610,614.63	Health Insurance no increase; Unemployment late billing Cherry Sheet Charges less than State estimates
01920200 Intergovernmental Charges	853,941.75	769,391.75		84,550.00	To close CP for Open Cape Connection, not eligible for borrowing
01990200 Transfers Out	280,000.00	297,325.00		(17,325.00)	per Bond Counsel
01310200 Cape Cod Regional Tech Early Learning Center	382,246.00	379,828.00		2,418.00	
Provincetown Public Schools	384,469.00	428,679.20		(44,210.20)	
Expense Total	29,580,733.57	27,273,077.41	223,508.25	2,084,147.91	Net Expenditure Budget Surplus

**TOWN OF PROVINCETOWN
FY2020 BUDGET TO ACTUAL RESULTS
REVENUES**

Description	Budget	Actual	Difference	% Collected	Notes
Cemetery Plot Sales	(6,000.00)	(1,700.00)	(4,300.00)	28.3%	
Historic Dist Comm Appl Fees	(20,000.00)	(18,600.00)	(1,400.00)	93.0%	
Rental - Province Landing	(2,550.00)	(5,673.36)	3,123.36	222.5%	
Rental - Community Center	(31,212.00)	(30,000.00)	(1,212.00)	96.1%	
Rental - Eversource Battery	-	(35,000.00)	35,000.00		New revenue source
Rental - Car Space	(440.00)	(760.20)	320.20	172.8%	
Rental - Pier	(93,263.00)	(93,263.00)	-	100.0%	
Alcoholic Beverage Licenses	(75,000.00)	(115,391.00)	40,391.00	153.9%	
Business Licenses	(140,000.00)	(78,080.00)	(61,920.00)	55.8%	
Marijuana Host Fees	(26,760.00)	(26,938.84)	178.84	100.7%	
Permits-Cons Comm.	(200.00)	(345.00)	145.00	172.5%	
MEDICAID SPED REIMBURSE	(14,000.00)	-	(14,000.00)	0.0%	
Refund/Reimbursement	(12,000.00)	(1,369.94)	(10,630.06)	11.4%	
Worker's Comp Reimbursements	-	(37,964.90)	37,964.90		Not a budgeted receipt
CVEC Credits	(25,000.00)	(28,967.15)	3,967.15	115.9%	
Cable License Fee	-	(1,790.00)	1,790.00		Not a budgeted receipt
Sale of Inventory	-	(130.00)	130.00		Not a budgeted receipt
Insurance Proceeds	(4,000.00)	(2,026.98)	(1,973.02)	50.7%	
Miscellaneous Revenue	(1,000.00)	(2,575.45)	1,575.45	257.5%	
MIS Contract Receipts	(20,000.00)	(40,000.00)	20,000.00	200.0%	FY19 and FY20 paid in FY20
Bldg Density Fee	(6,000.00)	(5,251.50)	(748.50)	87.5%	
Assessor Abutters Fees	(9,000.00)	(7,841.50)	(1,158.50)	87.1%	
Copy Reimbursement-Assessor	(400.00)	(322.00)	(78.00)	80.5%	
Personal Property Tax Receipts	(196,000.00)	(220,765.22)	24,765.22	112.6%	Payment Due date extended 96% collected. Payment Due date
Real Estate Tax Receipts	(21,385,407.00)	(20,539,123.80)	(846,283.20)	96.0%	extended
Property Tax-Seashore Point	-	(231.88)	231.88		Not a budgeted receipt
Tax Titles Redeemed	-	(235,941.72)	235,941.72		Not a budgeted receipt
Motor Vehicle Taxes	(560,000.00)	(561,083.11)	1,083.11	100.2%	
Boat Excise Receipts	(7,500.00)	(9,982.09)	2,482.09	133.1%	
Payment in Lieu of Taxes	(6,000.00)	(3,385.92)	(2,614.08)	56.4%	
Penalty and Interest - Property Tax	(75,000.00)	(47,772.72)	(27,227.28)	63.7%	

TOWN OF PROVINCETOWN
FY2020 BUDGET TO ACTUAL RESULTS
REVENUES

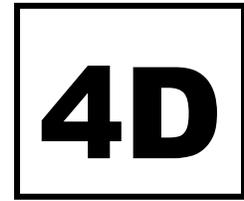
Description	Budget	Actual	Difference	% Collected	Notes
P&I Deferred Taxes RE	(5,000.00)	-	(5,000.00)	0.0%	
Penalty and Interest - Excise	(15,000.00)	(14,349.73)	(650.27)	95.7%	
PENALTY/INTEREST TAX LIEN	(62,000.00)	(147,128.55)	85,128.55	237.3%	
Treasurer Fees	(400.00)	(925.00)	525.00	231.3%	
Municipal Lien Certificates	(10,000.00)	(11,750.00)	1,750.00	117.5%	
Miscellaneous State Revenue	-	(438.21)	438.21		Not a budgeted receipt
Room Occupancy Tax	(597,400.00)	(838,437.87)	241,037.87	140.3%	New short term rooms tax
Meals Tax	(628,300.00)	(671,252.28)	42,952.28	106.8%	
Marijuana Local Option	(26,760.00)	(26,585.18)	(174.82)	99.3%	
Bank Account Adjustment	-	327.52	(327.52)		Not a budgeted receipt
Earnings On Investments	(100,000.00)	(154,721.18)	54,721.18	154.7%	
Premiums From Sale Of Bonds	-	(19,248.75)	19,248.75		Not a budgeted receipt
Town Clerk Fees	(25,000.00)	(12,919.02)	(12,080.98)	51.7%	
Town Clerk Fines Non Criminal	(3,000.00)	(7,875.00)	4,875.00	262.5%	
Police Fees	(2,000.00)	(7,240.18)	5,240.18	362.0%	
Other Departmental Revenue	-	(6,375.00)	6,375.00		
Police Pistol Permits	(500.00)	(425.00)	(75.00)	85.0%	
Police Detail Surcharge	(6,000.00)	(13,303.10)	7,303.10	221.7%	
Police Insurance Reports	(400.00)	-	(400.00)	0.0%	
Fire Burner Permits	(600.00)	(180.00)	(420.00)	30.0%	
GF Fire Permits Other	(30.00)	(35.00)	5.00	116.7%	
Fire Tank Permits	(950.00)	(795.00)	(155.00)	83.7%	
GF Fire Welding Permits	-	(25.00)	25.00		Not a budgeted receipt
Fire Dept Cert of Compliance	(19,000.00)	(11,200.00)	(7,800.00)	58.9%	
Fire Patches	(30.00)	(15.00)	(15.00)	50.0%	
Fire / Rescue Reports	(40.00)	(20.00)	(20.00)	50.0%	
Planning Board Fees	(10,000.00)	(9,350.00)	(650.00)	93.5%	
ZBA Special Permits & Variance	(14,000.00)	(13,800.00)	(200.00)	98.6%	
ZBA Appeals	-	(900.00)	900.00		Not a budgeted receipt
Bldg Dept Permits,Fees,Licenses	(480,000.00)	(446,426.17)	(33,573.83)	93.0%	
BOH Rental Certificates	(148,650.00)	(111,400.00)	(37,250.00)	74.9%	
BOH Health Permits,Fees,Lic	(126,350.00)	(85,036.34)	(41,313.66)	67.3%	

**TOWN OF PROVINCETOWN
FY2020 BUDGET TO ACTUAL RESULTS
REVENUES**

Description	Budget	Actual	Difference	% Collected	Notes
Parking Receipts	(2,000,000.00)	(1,724,000.00)	(276,000.00)	86.2%	Delayed opening spring 2020
Parking Fines	(130,000.00)	(120,791.97)	(9,208.03)	92.9%	
Landfill Stickers	(25,000.00)	(59,346.00)	34,346.00	237.4%	
Landfill - Comm'l Billing	(240,000.00)	(261,413.65)	21,413.65	108.9%	
Recycling Receipts	(20,000.00)	(3,219.14)	(16,780.86)	16.1%	
Library Card Fees	(25.00)	-	(25.00)	0.0%	
Library Fines	(2,300.00)	(123.89)	(2,176.11)	5.4%	
Recreation Fees	(50,000.00)	(26,244.09)	(23,755.91)	52.5%	COVID shut down
State Aid (Cherry Sheet Receipts)	(652,062.00)	(644,318.00)	(7,744.00)	98.8%	
Transfers From Special Revenue	(269,040.00)	(269,040.00)	-	100.0%	
Transfers From Capital Project	-	(118,973.14)	118,973.14		Close out of MSBA project
Transfers From Enterprise Fund	(411,180.00)	(411,180.00)	-	100.0%	
	(28,797,749.00)	(28,402,756.20)	(394,992.80)		Revenue Deficit
			832,096.00		Accounts Receivable FY20 RE Tax
			437,103.20		Net Revenue Surplus



**Provincetown Select Board
AGENDA ACTION REQUEST
Monday, July 27, 2020**



DISCUSS THE TOWN MANAGER SEARCH

Choosing the Executive Search Consultant

Requested by: Chair David Abramson

Action sought: Discussion

Proposed Motion(s)

Discussion Dependent. Votes may be taken.

Additional Information

Please see attached Executive Search Firms Executive Summaries. They are organized by region and in the order listed below. Select Board will review and discuss.

North East Region: Municipal Resources, Inc., Edward J. Collins, Jr. Center for Public Management, Community Paradigm Associates, LLC., The Mercer Group, Groux-White Consulting, LLC, Issacson Miller

Mid-West Region: GovHR USA, Novak Consulting Group

South East Region: Colin Baenziger & Associates, Slavin Management Consultants

South West Region: Bakertilly

Pacific Region: CPS HR Consulting Services, W. Brown Creative Partners

Select Board needs to choose a minimum of 3 and up to 5 Executive Search Consultants to Solicitation of Price Quotations

Board Action

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



Municipal Resources, Inc.

Executive Recruitment Services

Today's market for top talent is extremely competitive. Historically low unemployment rates, combined with the 'greying' of senior municipal managers and a generation lost to the private sector make it more challenging than ever to fill essential municipal management positions.

How can MRI assist your community?

MRI offers a full range of executive recruitment services. From our unsurpassed comprehensive recruitment package to single day assessment centers, MRI can tailor our services to your specific needs and budget.

Why choose MRI?

- MRI is the leading consulting *and* recruiting firm in New England
- We have completed hundreds of public sector recruitments
- Our dedicated project teams have specialized experience serving in the positions for which we are recruiting
- We have dedicated support staff who work exclusively on the recruitment process
- We take the time to understand the unique needs of each community
- We understand that we are representing *your* community and treat every candidate with respect

Serving municipalities in the Northeast for over 25 Years

Since 1989 MRI has had a proven track record of helping municipalities provide efficient and effective services because we understand the challenges facing local governments in New England.

Municipal Resources, Inc. | 603.279.0352 | mrigov.com | all@mrigov.com



Relevant Experience | Effective Solutions | Valuable Results

Municipal Resources, Inc.

INTRODUCTION

Municipal Resources, Inc. has extensive experience in public sector executive recruitments and our record for helping towns identify and select candidates with the right “fit” is impressive. By investing time and energy to learn about the specific challenges of the job and understand the personality of the community, we are able to identify candidates with the right blend of management skill, leadership style, values, philosophy, and approach to ensure a “fit” for success and long tenure.

UNIQUE SERVICES IN PUBLIC SECTOR RECRUITMENT

MRI has been serving municipalities and school districts for more than 25 years. During that time, we have provided services to more than 500 public sector organizations. In conducting recruitment and selection services, we endeavor to do more than merely match candidates to job openings:

- We work closely with you to understand the leadership and management aspects of the position that may be unique to your community in order to establish and clarify job expectations.
- We work closely with each applicant to help them understand the position requirements and the expectations you have for the successful candidate, while keeping them abreast of their status at each step in the selection process.
- We recognize that the client is not only hiring a senior executive, but may very well be bringing an entire family into the community. Consequently, we work with the applicants to enable them to learn as much as possible about the region as well as the client community, and we help the client prepare to support assimilation of the new manager. We are also careful to ensure that economic expectations and family needs or special circumstances are clearly understood early in the selection process.
- We stay actively involved through the final selection and formal appointment. Our objective is to initiate and establish long-term, successful relationships between the individuals we help place and our clients.

We understand that every community is different; therefore, every search is different. MRI works hard to understand the intricacies and uniqueness of each client’s organization, and then tailors the process to meet their specific needs and expectations.

APPROACH & PROCESS

The following describes the activities we propose to undertake in a *comprehensive* executive recruitment process; typically, we customize the process by adding or deleting steps in order to address specific needs of your community and to fit within your target budget:

1. Meet with the appointing authority and/or search committee to review the recruitment process, receive input toward developing an "**Ideal Candidate Profile and Challenge Statement**" against which all candidates will be screened, and discuss if and how you would like to involve community members and employees in the process. At this meeting, we will also ask for help to:
 - a. Identify critical organizational issues and challenges;
 - b. Clarify roles, responsibilities, and expectations for the position;
 - c. Characterize the most desirable management strengths, behavioral styles, personal attributes, and motivating values needed in the ideal candidate to increase the probability of success in the role; and
 - d. Identify the likely issues and opportunities that the next manager must be prepared to address.

This can be accomplished in a number of different ways including interviews with elected/appointed officials, staff, and surveys. This information gathering process also allows us to develop pertinent essay questions that are specific to your community. We are also able to establish an e-mail address specifically for your recruitment that allows an opportunity for all members of the community to provide input. Once approved, the Ideal Candidate Profile and Challenge Statement will be posted on MRI's recruitment website for potential candidates to review.

2. We will work with the appointing authority to develop a timeline for the recruitment process so that the Client and all candidates can plan accordingly.
3. If requested, we will provide a recommended updated position description.
4. We will develop ad copy, recommend advertising venues, and coordinate placement of the ads (advertising costs are billed directly to the client unless otherwise agreed). Resumes are typically received for at least 30 days.
5. We will research MRI's database and contact potential candidates from other similar recruitments we have conducted in the past 12 months.

6. We will canvas MRI's professional network to identify and reach out to promising potential candidates to invite their application.
7. We will receive and hold all resumes in confidence until the semi-finalists are chosen for interview. We have found that assured confidentiality will increase the number and quality of applicants rather significantly. We acknowledge receipt of all resumes and keep candidates apprised of their status at each selection point throughout the process.
8. We will provide you with an overview of relevant information about the candidate pool, answer questions, and review selection criterion at each decision point throughout the process.
9. We will establish a team of professional consultants who will screen and review all resumes for minimum qualifications before ranking them against the Ideal Candidate Profile.
10. We will develop a written essay questionnaire to be distributed to the top qualified candidates (generally 15 to 20 candidates), focusing the questions on matters of special relevance to the client's needs or current situation. The questions will be prepared in consultation with the appointing authority. Candidates will have a specified amount of time to respond (typically 10 days), after which our team of consultants will review and rank the responses.
11. After essay responses have been returned, reviewed, and ranked, we conduct a web search of the top candidates (generally 10 to 12) and canvas our consultants, to identify potential issues or controversies in other jurisdictions. Then, two members of our team will conduct telephone interviews with these candidates, placing the focus on current position and reasons for leaving; career history of successes and failures; future personal and professional goals; and their understanding of best practices and contemporary professional thinking in the field. In addition to screening the candidates, this interview provides for follow-up to the essay responses and information found in the web searches. It also assists us in determining the verbal communication skills of the candidate and his/her ability to answer questions spontaneously. Typically, we reduce the pool to six (6) semi-finalists for local interviews at this juncture.

At this point in the process, there are several ways the recruitment can progress, as determined best by the client:

12. **ALTERNATIVE 1:** The MRI team of professional management consultants will conduct onsite interviews with the top 4 to 6 candidates (interview room and on-site lunch for panel to be provided by the client). The top candidates emerging from that interview would be presented to the appointing authority for interview.

ALTERNATIVE 2: We will conduct two rounds of interviews; the first round involves on-site panel interviews. One panel is comprised of MRI local government management consultants, while the other panel is comprised of community stakeholders and or a designated Search/Screening Committee. This panel interview is usually facilitated by MRI's Lead Consultant. The second round of interviews consists of individual interviews between the appointing authority and the top two to four candidates emerging from the panel interviews. These interviews are also facilitated by our lead consultant.

ALTERNATIVE 3: Some other structured approach that the client wishes to incorporate. This may include an appointed Screening Committee.

13. Following interviews with the finalists, the appointing authority, in consultation with our lead consultant, will determine what, if any, additional steps are needed to arrive at a final selection. In some instances, additional interviews are required, or an onsite "meet-and-greet" with key staff. In others, the final selection is readily apparent, and we move to negotiations immediately.
14. We will assist with development of terms and conditions of employment, preparation of a conditional offer of employment, and creating a draft of an employment agreement.
15. If the final candidate will be relocating to the community from a significant distance, we may recommend and can coordinate a family visit to the community prior to making a conditional offer of employment.
16. We will complete a comprehensive background investigation on the selected candidate which shall include, but not be limited to, previous employment, and criminal and motor vehicle records checks, finances, references, and interviews with previous employers. In order to protect the client, MRI will not complete a comprehensive background on a candidate before a conditional offer of employment is accepted, unless the Town provides a waiver.

TENURE GUARANTEE

To the extent that Municipal Resources is engaged to conduct a comprehensive recruitment as described above, we will guarantee to undertake a recruitment and selection process at no expense to the community should the employment relationship, after it is negotiated and documented by an executed employment agreement, be terminated by either party within 12 months. However, no such guarantee shall exist if said termination occurred due to death or catastrophic illness of the selected candidate, or due to the actions of, or encouragement to the selected candidate by a majority of a newly elected Board or Council. There shall be no cost for MRI's recruitment services; however, the Client shall cover the costs associated with advertising and interviews.

FEES

Fees for services are based upon the specific recruitment and selection process that is structured for your unique circumstances. A very basic process that focuses primarily on review and ranking of candidates may cost as little as \$6,500; the cost of the comprehensive recruitment and selection process as outlined above will range up to \$16,500, but will be determined by the actual process desired by the community. We work with every client to establish an effective, affordable program of recruitment and selection that is designed to provide the best possible pool of candidates and ensure that the talents, experience, and management style are the best possible fit for your community.

TIMELINE

We have significant experience structuring and conducting all sorts of executive recruitment projects for municipalities, and we are very willing and able to customize our approach to accommodate any unique requirements of a community or to fit within budget constraints.

A recruitment as described above typically takes approximately **60-90 days** to complete. MRI is ready to begin work on the recruitment as soon as a contract has been executed.

The following schedule represents the typical timeline MRI would like to meet in the recruitment and selection process. As you will see, the approximate 30 day run time for resume submission is the longest period of time over which we have no control. During this period, resumes are being received, acknowledged, and scored, while we are gathering information that will help us to narrow the field and develop essay questions. Once the resumes have been scored, things will move along pretty quickly.

TDB	Award of Contract
First 30 days	Advertisements are written and posted. MRI team gathers information from the client in order to develop the Ideal Candidate Profile & Challenge Statement. Resumes are accepted and reviewed by the MRI team.
Week 5	Resume deadline, final scoring. First cut made and essay questions distributed by MRI to top 12 to 16 candidates.
Week 7	Candidate essays are due and reviewed by the MRI team.
Week 8	Preliminary background work and MRI telephone interviews with remaining candidates.
Week 11	Onsite panel interviews. Hiring authority interviews of the finalists could follow immediately.

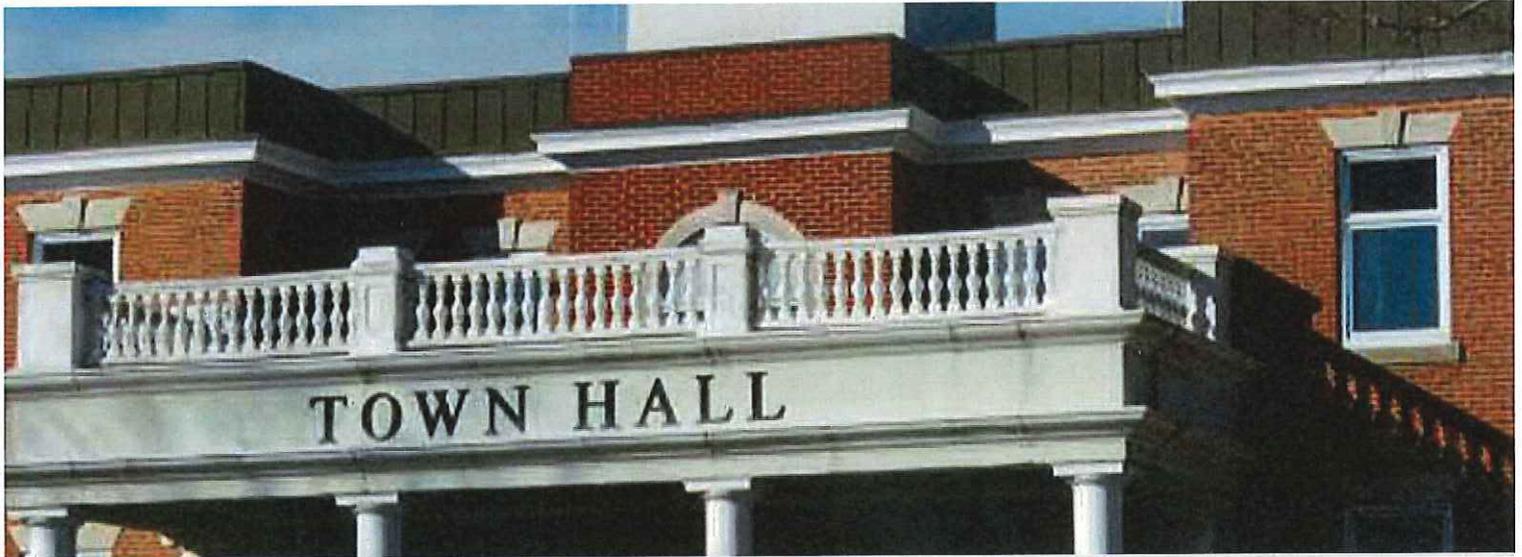
Since there is little room for "compression" of this schedule, any delays will need to be added to the end of the process. The background investigation on the selected candidate will likely take about two weeks. During that two-week period, we will be assisting the Client with contract negotiations. We normally expect a two- or four-week delay between the signing of a final contract with the start date of the chosen candidate, since he or she likely has a contractual obligation to a current employer.

In our experience, if a process runs significantly longer than the 3 months outlined in this schedule, desirable candidates may withdraw for other employment opportunities.



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Helping Government Work Better

The Edward J. Collins, Jr. Center for Public Management is dedicated to improving efficiency, effectiveness, governance, and accountability at all levels of government, with a particular focus on state and local government. Since its establishment by the state legislature in July 2008, the talented staff of practitioners in this UMass Boston-based center have provided a comprehensive set of [services](#) to scores of the commonwealth's cities, towns, school districts, and state agencies, as well as to a growing number of municipalities in other states.



Helping
Governments Work
Better



Improving efficiency, effectiveness, governance & accountability at all levels of government, with a particular focus on state and local

Announcements

- Missed the Center's Capital Conference for New England Municipal Officials in November? Presentations are now available on the conference website!
- Working with the Collins Center - Transactions between local governments and the Collins Center are exempt from the provisions of the Chapter 30B of the General Laws because the University of Massachusetts is an instrumentality of the Commonwealth. Municipalities may simply negotiate a scope of services and a price with the Collins Center, saving both time and money. Similarly, Massachusetts state agencies may enter into Interagency Service Agreements with the Collins Center. For further information, please contact Stephen McGoldrick at stephen.mcgoldrick@umb.edu

Recruitments

- Princeton Town Administrator
- Collins Center Public Services Manager

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Healey Library, 10th Floor, Room 25
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See Also

- [Helping Government Work Better Brochure](#)

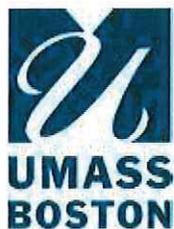
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FIRM PROFILE

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

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Mission Statement

To make our clients proud that they engaged us to provide management consulting services for them.



The Mercer Group provides the highest quality management consulting services to federal, state and local governments, health-care providers, transit authorities, utilities, and private-sector clients.

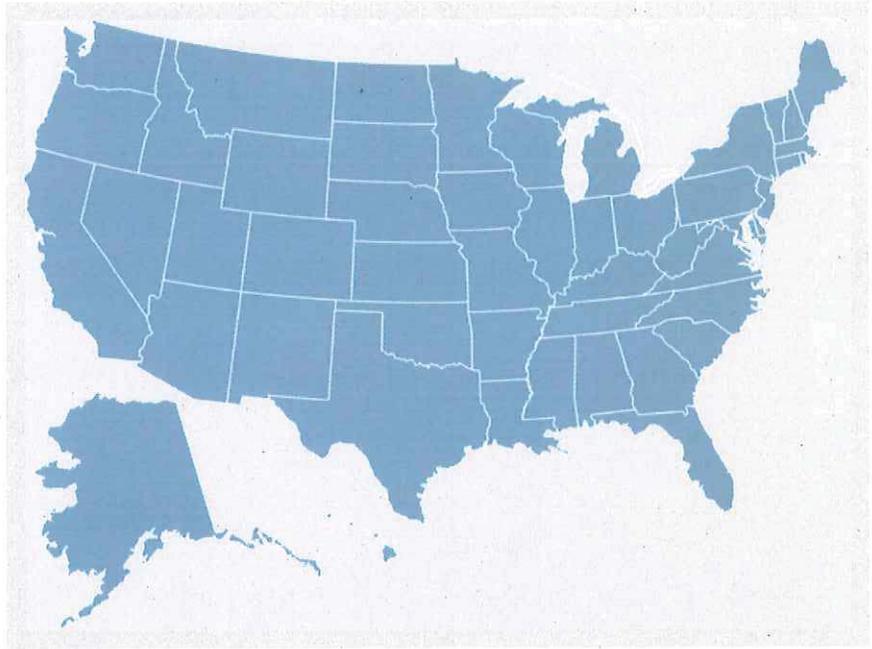
The Mercer Group, Inc. is recognized as one of the finest management consulting firms in the United States in our market niches. They include:

- **Organizational and Management Studies**
- **Operational Analysis**
- **Government Consolidation and Privatization**
- **Executive Search**
- **Strategic Planning**
- **Compensation and Classification Studies**

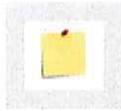
Our team of consultants has a combined experience of more than 200 years in these areas. We provide the highest quality management consulting services to federal, state and local governments and to health care providers, transit authorities, utilities, and private-sector clients.

Growth, change, and cost pressures are all catalysts for engaging management consultants.

Engage the best
Contact Us Today!



Announcements:



The Mercer Group has recently teamed up with **Reaching for the Gold Seminars**. The next RFTG seminar for Police is in Los Angeles on Saturday, May 23rd. *(For more information, click on the **Alliances** section of this site.)*

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THE PARTNERS

Thomas J Groux, Principal Partner,

has years of experience leading several significant municipalities in Massachusetts, New Jersey and New York. He has led dozens of successful executive searches throughout Massachusetts and has a reputation for integrity unmatched in Massachusetts. Additionally, Tom brings special experience, skills and interest in "form of government" studies and has a track record of success in this specialized area of consulting.

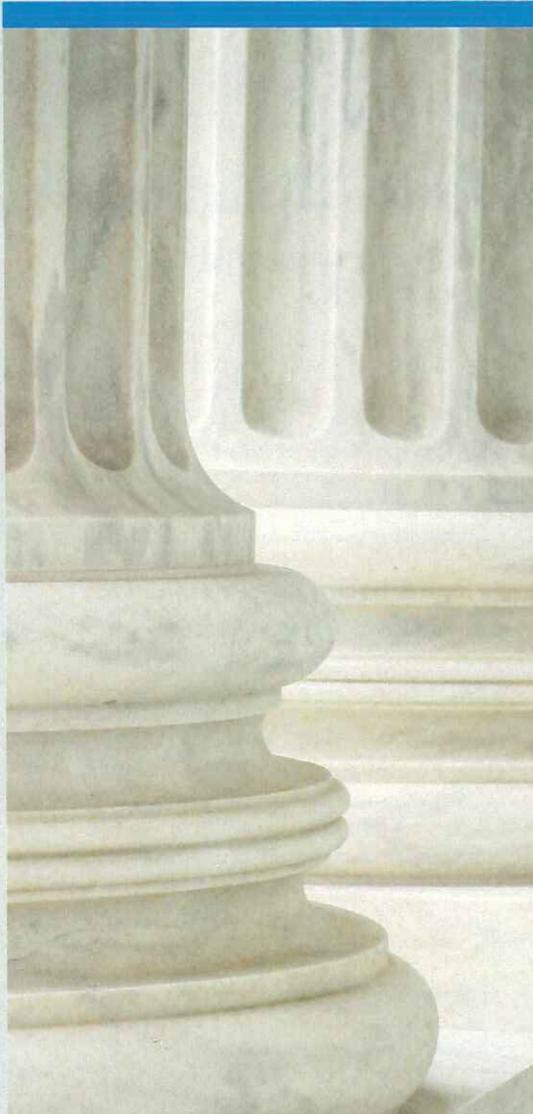
Richard J White, Principal Partner,

has led several significant municipalities in Massachusetts in his career as a Town Manager. Rick has a reputation for innovation and effectiveness as a leader. He has successfully implemented the restructuring and reorganization of service delivery in many of the organizations in which he has served. He began his municipal career as an operational analyst evaluating all facets of local government. Rick is a trained facilitator receiving his training from Interactive Associates in Cambridge, MA and is especially adept at conflict resolution.

GROUX-WHITE

CONSULTING, LLC.

WWW.GROUXWHITECONSULTING.COM



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GROUX-WHITE

CONSULTING, LLC.



We build capability, capacity and accountability into the organizations in which we work so that the municipality, organization or department served provides the most efficient and highest quality service to its customer.

A high performing and respected municipal management consulting firm, Groux-White Consulting, LLC has assisted a variety of organizations recruit talented chief executives and other key staff. In addition, Groux-White is skilled at helping communities discover ways to help their organizations operate more efficiently and effectively.

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EXECUTIVE SEARCH

Recruiting Town and City Managers and other key municipal officials is a time-consuming task for Boards of Selectmen, Councils and other appointing authorities. Groux-White Consulting performs this task in an efficient manner saving elected officials and appointing authorities time as well as ensuring that the recruitment process is thorough and productive and that well qualified candidates are brought to the attention of the community leaders responsible for hiring these professional administrators. Tom's and Rick's relationships with active, qualified and exemplary local government candidates is unmatched in the industry. Insuring confidentiality to the exceptional candidate is critical to a successful recruitment. Many of the more exceptional candidates, content in their current positions, but ready for a new challenge, want assurances of confidentiality. These candidates know Groux-White Consulting is very sensitive to their needs because of their past professional experiences in the field. A trusted recruiter will produce results for a municipality.

INTERIM MANAGEMENT SERVICES

During vacancies in key management positions, such as Town Managers and Administrators and other key administrative positions, Groux-White Consulting provides interim management services. We work with the client to determine the need and scope of the assignment.

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CHARTERS AND FORMS OF GOVERNMENT

Working with local government study committees, or Charter Commissions, Groux-White Consulting advises on forms of government and organization including: drafting Home Rule Charters, Special Acts, and optional forms of organization appropriate to the desires and needs of the community.

CONSOLIDATION, ORGANIZATIONAL STUDIES AND ORGANIZATIONAL EFFECTIVENESS ASSESSMENTS

Groux-White Consulting conducts objective analysis of municipal departments and offices and makes recommendations to town officials for improved operations. These areas are: finance; public works; planning and development; code enforcement; law enforcement; health and human services; and general administration.

TRAINING~SUPERVISORY

Developing a team of supervisors focused on a common productivity purpose is critical to the success of a municipal organization. Developing a uniformed performance standard throughout an organization is critical to maintaining organizational morale. Groux-White conducts supervisory training that will provide a supervisor guidance as to how to set a performance standard, assess the strengths and weaknesses of an employee and develop an appropriate and realistic personal and professional development plan for performance improvement.

EXECUTIVE COACHING

Organizations see unprecedented growth when talent and strategies are seamlessly aligned and measured. Groux-White will help build the skills of municipal leadership and align those skills with the governing board's goals and objectives.

CONFLICT RESOLUTION

Municipal organizations are dynamic. Stress, emotions and behavior can prevent an organization from operating at full capacity. Groux-White Consulting is especially adept at identifying the components and sources of conflict and bringing the appropriate parties together to ensure that it is resolved and that permanent mechanisms are put in place to avoid a recurrence of the conflict.

STRATEGIC PLANNING

Groux-White Consulting can assist a community, organization or department define its strategy, or direction so that it can make appropriate decisions on resource allocation so that it serves its customer efficiently and effectively.

FINANCIAL PLANNING

Groux-White will assist communities evaluating their financial policies and practices, assessing their financial health and by making specific short and long term recommendations as to how to improve its financial position to ensure service delivery flexibility and improving a community's standing with the bond rating agencies.



Public purpose organizations sustain a vital democracy. We have made their success our business.

As one of the country's premier executive search firms, we have more than 38 years of experience in recruiting senior leaders for some of the top visual and performing **arts and cultural** organizations, **academic medical centers**, **healthcare** institutions, **foundation**, preK-12 education and **education** improvement organizations, **colleges and universities**, social justice **advocacy** groups, conservation and **environment** organizations, **human services** providers, and other mission-driven organizations that make a difference in people's lives. Our **advancement** practice supporting these fields is one of the largest in the country.

Our belief in the power of exceptional leadership and an unwavering commitment to service excellence, integrity, and impact animate our firm. We enjoy a nearly 80 percent returning-client rate; identify and recruit exceptional candidates from a broad range of backgrounds across nonprofit, corporate, and government sectors; and contribute to increasingly diverse leadership in our client organizations with over 58 percent of our placements being women and/or people of color.

News + Notes

We stand up for Black lives. Black Lives Matter.

Ahmaud Arbery. Breonna Taylor. Nina Pop. Dreasjon Reed. George Floyd. Tony McDade. David McAtee. Eric Garner. Sandra Bland.

These are just a few of the many individuals who have been killed because of the color of their skin. We still have not made the progress we need to make as a society and this country has a long way to go to ensure the promise of liberty and justice for all. We share the grief and frustration that many are feeling right now.

We stand with our colleagues and communities who are outraged, disgusted, suffering, and taking action, whether through peaceful protesting, donating, raising awareness, or educating ourselves on anti-racism. We acknowledge that being anti-racist is not just a statement, but a way of life, and a way of doing business.

We stand up for Black lives. We stand against systemic racism, inequality, injustice, and oppression. We are listening. We are learning. We know many of us have more to learn.

We stand with you. And we call upon our political representatives at the local, state, and federal levels to review and revise the rules and laws that perpetuate these types of tragedies. We all must say no more. We stand up for Black lives. Black Lives Matter.

Searchcast Episode 4 Out Now: Kids Can't Be What They Can't See | An IM Conversation with Marcus Allen, CEO, Big Brothers Big Sisters Independence Region

Returning host, [Jackie Mildner](#), sits down with [Marcus Allen](#), CEO of Big Brothers Big Sisters Independence Region, to discuss his personal connection to the BBBS mission, how Bigs and Littles have adapted to connecting virtually, and his dedication to increasing representation of women, people of color, and members of the LGBTQ community amongst leadership and staff.

Listen to the full episode: **Kids Can't Be What They Can't See | An IM Conversation with Marcus Allen, CEO, Big Brothers Big Sisters Independence Region**, now on [Apple Podcasts](#), [Spotify](#), or wherever you listen to podcasts.

Your browser does not support the video tag.

IM's Ericka Miller Quoted in *The Chronicle of Philanthropy*, "No Pause in the Quest for

Innovative Nonprofit CEOs”

Isaacson, Miller Partner Ericka Miller was recently interviewed by *The Chronicle of Philanthropy* to discuss the experience of virtual job searches in the context of COVID-19.

Reflecting on her own experience working with a variety of organizations, Miller said, “we’re finding that nonprofits are moving ahead and filling those really mission-critical positions...in some instances, the pandemic has further enhanced the importance of their mission.” She is finding that nonprofit organizations now have an increased need for “a capable, effective, forward-looking leader who can successfully navigate a potentially new landscape coming out of the pandemic.”

Miller leads the PreK-12 Education and Education Improvement practice area at Isaacson, Miller and is a nonprofit leadership expert.

Click [here](#) to read the full article.



Recruiting exceptional leaders for mission-driven organizations.

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Suite 2140
Philadelphia, PA 19103

SAN FRANCISCO

1000 Sansome Street
Suite 300
San Francisco

WASHINGTON, DC

1300 19th Street, NW
Suite 700

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GovHR USA offers tiered services to meet your recruitment needs.



GovTempsUSA

Executive Recruitments Call for Quote

- Develop detailed brochure and position announcement
- Post position announcement to approved advertising sources, GovHR's social media sources and extensive email outreach
- Candidate evaluation/top candidates selected (approx. 10-20)
- Conduct Skype interview, reference checks, social media and google search of select group
- Presentation of candidates with client (candidate pool narrowed for interview)
- Schedule candidate interviews
- Full background screening, additional reference checks and news media search conducted
- Present draft interview questions
- Consultant present at interviews of top candidates
- Assist with negotiations and offer to selected candidate
- Notify all applicants of appointed candidate

Executive Recruitments – Limited Scope Call for Quote

- Develop two-page flyer and position announcement
- Post position announcement to approved advertising sources, GovHR's social media sources and extensive email outreach
- Candidate evaluation/top candidates selected (approx. 10-20)
- Conduct Skype interview, reference checks, social media and google search of select group
- Presentation of candidates with client (candidate pool narrowed for interview)
- Notify all applicants of appointed candidate

Virtual Recruitments \$7,000 (plus advertising)

- Develop two-page position announcement
- Post position announcement to approved advertising sources and GovHR's social media sources
- Prepare assessment matrix that matches candidate's qualifications against position requirements
- Share announcement with GovHR's professional network
- Conduct reference checks for finalist candidate
- Submit top tier candidates to client immediately after deadline

Professional Outreach \$2,500 (plus advertising)

- Develop two-page position announcement
- Post position announcement to approved advertising sources and GovHR's social media sources
- Share announcement with GovHR's professional network
- Submit all resumes to client immediately after deadline

GovHR USA

847-380-3240

info@GovHRusa.com

www.GovHRusa.com

PROFESSIONAL DEVELOPMENT / MENTORING

Owners Heidi Voorhees and Joellen Cademartori each have more than 30 years of experience in leadership positions in the public sector and in consulting with public sector and non-profit clients. We look forward to serving your organization's needs.

Our firm has extensive experience in delivering presentations at local, state and national conferences on current topics facing local government organizations.

Our consultants also serve as mentors for newly appointed managers department heads who may need limited and targeted professional development guidance and assistance.



OUR CLIENTS SAY...

"Communication was timely, informative, **RESPONSIVE** and professional."

"The organization's **STELLAR REPUTATION** is well deserved! Start to finish: no detail was overlooked. The 'gold standard'!!"

"The knowledge the consultant had of the candidates was **IMPRESSIVE**."

"The coordination by the consultant helped to alleviate the workload of internal staff. Consultant was willing to **CUSTOMIZE** the process based on the City's needs."

Executive Recruitment, Staffing Services and Management Consulting...

Tailored to Your Needs



630 Dundee Road, Suite 130
Northbrook, Illinois 60062
Local: 847.380.3240
GovHRUSA.com
info@GovHRUSA.com



EXECUTIVE RECRUITING

Our recruitment and selection process is dynamic, thorough and tailored to each client's needs. We spend time understanding your organization's culture, the community and the qualities and experiences you are seeking in candidates for your position. In addition to the thousands of names in our database, we develop an outreach plan specific to your recruitment.



Our recruitment services include:

- Position assessment and detailed recruitment brochure
- Extensive outreach using social media, web-based advertising, multiple databases and personal contact
- Candidate evaluation and screening
- Candidate background due diligence
- Delivery of recruitment report prior to consultant presenting candidates

Other services we offer within our fee:

- Oral presentation exercises and written exercises for use during the interview process
- Public meeting facilitation/interviews with community groups
- Video interviewing for hiring authorities to use in the candidate evaluation process

Additional services to consider:

- Personality assessments
- Comprehensive community and employee surveys

GENERAL RECRUITMENT SERVICES

- Limited Scope Recruitments
- Virtual Recruitments
- Professional Outreach

CAREER CENTER

Reach thousands of job seekers by posting your open position on our Career Center. Job announcements are also pushed out through GovHR USA's social media platforms twice per week along with an email blast to thousands of local government job seekers.

INTERIM AND CONTRACT STAFFING

GovTemps USA provides local governments with the opportunity to reduce costs associated with permanent employees such as medical benefits, pension contributions, worker's compensation, and unemployment compensation obligations.

Long-Term, Short-term, Temporary or Interim Placements

Placements are available in a wide variety of positions including but not limited to:

- General Management
- Public Safety
- Public Finance
- Public Works and Utilities
- Parks & Recreation
- Planning and Inspections

Temp-to-Hire Option

Employees may be transitioned to a permanent position in your organization after a trial period. This allows you to determine if the employee is the right fit for the position.



HUMAN RESOURCES CONSULTING

GovHR USA offers a full range of human resources consulting services for our clients.

These include:

- Classification and compensation studies and job description development
- Employee performance appraisal system development and training
- Manager performance appraisal and goal setting
- Employee morale consulting
- Staffing analysis and succession planning assistance
- Assessment centers



Virtual HR Services

We offer back office HR support that includes assistance with recruitments, collective bargaining preparation and contract analysis, policy analysis and development and personnel manual development.

MANAGEMENT CONSULTING

Our management consultants have worked with counties, municipalities, and not for profit organizations of all sizes. We've led projects related to strategic planning, process improvement, public safety staffing and analysis, efficiency studies and organizational assessments of all types.

COLIN BAENZIGER & ASSOCIATES

EXECUTIVE RECRUITING



**PROPOSAL TO PROVIDE EXECUTIVE SEARCH SERVICES
FOR TOWN MANAGER FOR MOORESVILLE, NC**

Volume I: Proposal

Colin Baenziger & Associates

Project Manager and Contact Person:

Colin Baenziger (561) 707-3537
Colin Baenziger & Associates
2055 South Atlantic Avenue • Suite 504
Daytona Beach Shores, FL 32118
e-mail: Colin@cb-asso.com
Fax: (888) 635-2430

...Serving Our Clients with a Personal Touch...

I. Qualifications and Experience of the Firm

The Firm, Its Philosophy, & Its Experience

Colin Baenziger & Associates (CB&A) is a nationally recognized executive recruiting firm established in 1997 and owned and operated by Colin Baenziger. We are a sole proprietorship headquartered in Volusia County, FL with offices in Redmond, WA and Salt Lake City, UT. As a sole proprietorship, we are not registered with any states as a corporation, foreign or otherwise. Although our primary focus is executive search, we are often involved in operational reviews of governmental operations. Our consultants live in other areas of the country and converge wherever the client's needs exist. We develop an operational plan prior to arrival and our team of experts quickly studies the issues, identifies problems and opportunities, performs the necessary analysis, develops solutions, prepares reports and action plans, and completes the assignment. The client receives prompt, professional service, and its needs are effectively addressed. We are available for follow-up work, however, our goal is to provide the client with solutions that its existing staff can implement without additional outside assistance.

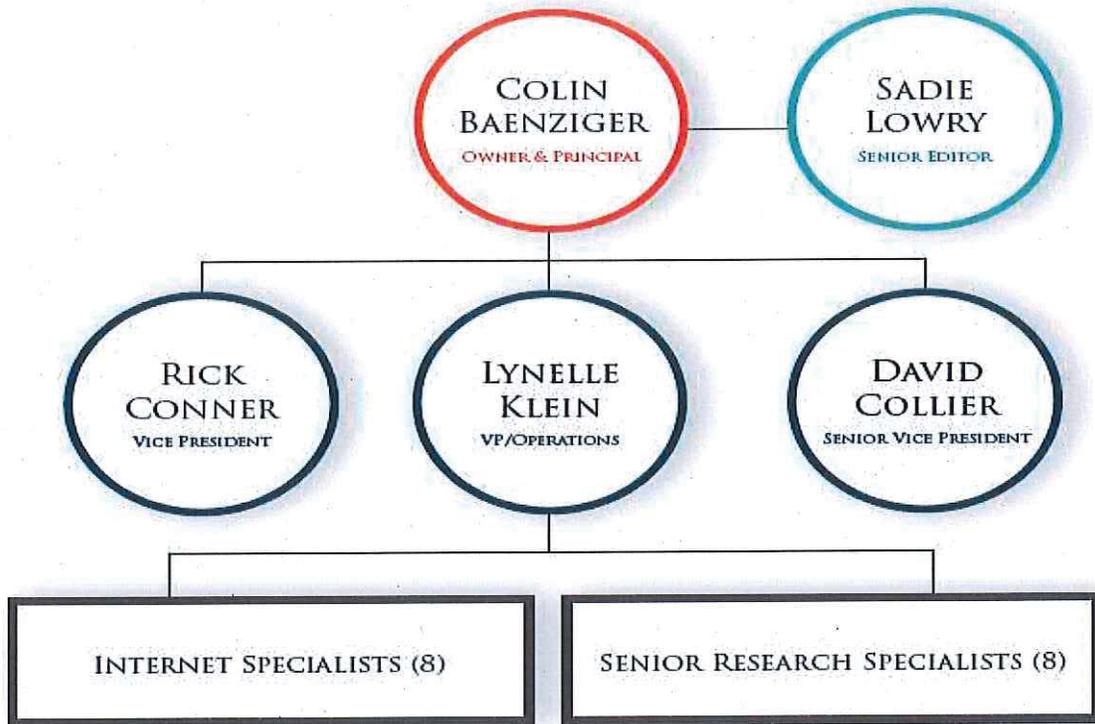
Colin Baenziger & Associates' outstanding reputation is derived from our commitment to timeliness and quality. Our work is not done until you are satisfied. That means we go the extra mile and, at times, expend more effort and energy than originally anticipated in our fee or in our action plan. We do not ask the client for additional fees. Rather, we accept these situations as part of our cost of doing business. We believe that once a contract is signed we have an obligation to fulfill its requirements excellently and within the budgeted amount.

Since beginning our search practice in 1998, we have conducted searches and other related work for clients in thirty-two states. Overall our staff has performed over 170 City, County, and Special District Manager searches and approximately 300 local government searches. The basic approach we have presented herein is the approach we have used in each of our searches. It has been refined over the years to the point where it is problem-free.

Technical Capabilities and Organizational Structure

Colin Baenziger & Associates has developed its business model over the past 21 years. The model has proven to be extremely effective in every state where we have applied it and for every type of position for which we have searched. In fact, we are often called when a government has a particularly difficult position to fill or where one of our competitors has failed. Overall, we utilize approximately eighteen people. Most staff members are independent contractors and are given assignments on a task order basis. Consequently we can pay well while having a great deal of flexibility without the overhead of many firms. In addition to Mr. Baenziger, other senior staff members are former City and/or County Managers or elected officials. As a result, we understand multiple perspectives and have been very successful in identifying the right candidates for our clients. CB&A's other staff are all competent researchers and writers and most have been with us for a long time.

I. Qualifications and Experience of the Firm (continued)



Completion of Projects within Budget

Colin Baenziger & Associates is proud of its record of completing searches within budget. When we quote a price to the client, that price is what the client will pay, no matter how difficult the search is or what unforeseen circumstances may develop. *We have never asked a search client for additional fees, even when we were entitled to do so.*

Completion of Projects on Schedule

Colin Baenziger & Associates routinely completes its assignments in sixty to ninety days. Further, since CB&A began performing recruitments, *it has never missed a project milestone.*

Diversity

CB&A has extensive contacts with individuals and organizations representing women and minorities. We are thus able to identify and bring a diverse group of finalists to the Town. The proof is that from the beginning of 2009, 30% of our placements have been females and/or minorities with the high in any given year being 47% and the low being 13%.

Prior Names and Litigation

Colin Baenziger & Associates has always operated under its current name and has never been involved in any litigation, except to testify as an expert witness on behalf of one of the parties. Our

I. Qualifications and Experience of the Firm (continued)

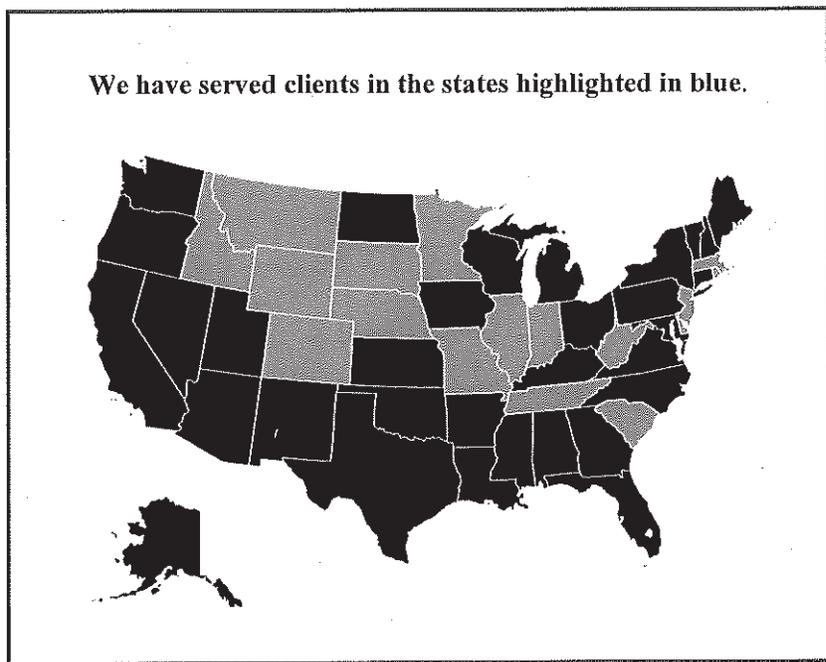
performance has never been questioned nor have we or any of our clients been involved in any legal action as a result of our work.

Insurance

To protect our clients, Colin Baenziger & Associates maintains the following insurance coverages: (1) general liability insurance of \$1 million combined single limit per occurrence for bodily injury, personal injury, and property damages, (2) automobile liability insurance of \$1 million per accident, and (3) professional liability insurance of \$1 million per occurrence. As a small firm, predominantly utilizing independent contractors, we are not typically subject to the requirements for workers compensation and employer liability insurance. If required by the client, and if it is available to us, we will obtain these two coverages prior to contract execution.

Overall Executive Search Experience

CB&A started its executive search business in 1998 from scratch. As a single father, he needed to stay nearby and so his goal was to become Florida's preeminent recruiter. In 2007 with his children mature, he branched out into other states. His firm has now worked in 32 states, from Maine to California and Florida to Alaska. See the map below.



A complete list of our searches can be supplied upon request.

1 develop candidate profile



Discuss needed skills
and organizational
culture



Develop recruitment
plan and position
profile



Develop
12-month goals

2 conduct aggressive recruitment



Identify target
individuals and
jurisdictions



Prepare and place
advertisements



Leverage
networks



Identify qualified
candidates for
assessment



3 support selection



Screen each
applicant



Prepare
candidate
summaries



Develop
interview
process



Finalize
candidate
list



Facilitate
interview and
selection

successful candidate



executive search solutions



*When you peel away the processes, products and services, what makes an institution last? Meaningful goals built off strong ideals — supported by **the right people**.*

But goals and ideals are easily derailed if new employees aren't properly prepared for success. Because in the end, finding great employees is one thing, but making the most of their abilities is another entirely.

*At The Novak Consulting Group, we apply a holistic approach to Executive Search that focuses on long-term performance rather than short-term placement. **Not only will we support your organization by finding the right people when you need them most — our diligent work and ongoing guidance will ensure their contributions are significant from day one.***

Learn how your organization can benefit from a focused, forward-thinking Executive Search. Visit TheNovakConsultingGroup.com or call 513-221-0500 today.



a better executive search process



1 ASSESS NEEDS

gather information from key players to identify specific performance goals for the position

2 FIND THE RIGHT CANDIDATES

identify, assess and recruit the best person to accomplish goals

3 DEVELOP PLAN FOR SUCCESS

create work model for goals to be met in the first six to twelve months

In the end, we aren't just looking for a successful professional, we are finding the right employee to be successful in their new position long after they're hired.

FILLING KEY POSITIONS, SUCH AS:

- City and County Manager
- General Manager
- Chief Executive Officer
- Chief Administrative Officer
- Executive Director
- Assistant/Deputy Manager
- Department Head
- Key Staff Members
- Technical Staff

IN AREAS THAT INCLUDE:

- Executive Leadership
- Finance and Administration
- Information Technology
- Human Resources
- Communication and Public Relations
- Human and Social Services
- Public Works
- Police, Fire and Public Safety
- Planning and Community Development
- Program Managers
- and others

When governing bodies and nonprofit organizations need to fill key positions, they turn to The Novak Consulting Group and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success.

Selection and Retention Process

1 INQUIRING, UNDERSTANDING & DEFINING Each of our clients has a unique culture and set of objectives. Because selecting the right individual is critical to success, we begin our relationship by conducting a needs assessment to identify the specific benchmarks the search must accomplish. We'll identify qualifications and requirements, as well as map out the new hire's six to twelve month goals, so both our client and the employee remain on the same track for success. We'll build an accurate position profile, thus ensuring we attract the right people to the position.

2 CANDIDATE SEARCH & EVALUATION To reach the right candidates, The Novak Consulting Group customizes each search process to fit the client's needs. Often, the professionals who best fit an open position are already employed and not searching for a traditional job posting. So, we leverage our extensive, diverse professional network to attract the best talent nationwide. Once the right candidates are found, we help manage the hiring process from interviews to background checks. Our in-depth service empowers clients to achieve their goals at every step.

3 SUPPORTING SUCCESS We support the top candidate's long-term success by creating a goals-driven work plan actionable from day one. Many firms focus solely on finding qualified applicants, leaving the client on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for their first year. Six to eight weeks after their placement, we follow up and conduct a job review to ensure continued progress, productivity and satisfaction for the employee and our client.

The Novak Consulting Group Difference

Our consultants not only have experience in Executive Search, they've also had prior careers in many of the fields where we search for candidates. This combined expertise allows our team to deliver the best and brightest prospects through a goals-based approach. By looking beyond the hiring process, we take a holistic view that ensures each candidate will fit the role, as well as the organization. In the end, we aren't just looking for a successful professional, we are finding the right employee to be successful in their new position long after they're hired.

who we work for
executive search



State	Jurisdiction	Position
Arizona	Clarkdale	Town Manager
	Cottonwood	City Manager
	Peoria	Human Resources Director
Colorado	Boulder	Human Resources Director
	Lafayette	City Administrator
	Louisville	City Manager
		Director of Parks and Recreation
		Director of Planning and Building Safety
	Loveland	Budget Manager*
		Economic Development Director* Chief Financial Officer*
Connecticut	Greenwich	Town Administrator
	Mansfield	Town Manager
	Meriden	City Manager
	Windsor	Police Chief
Delaware	Kent County	County Engineer/Public Works Director
	Lewes	Municipal Planning and Development Officer
	Milford	City Manager
	Milton	Town Manager
	Rehoboth Beach	City Manager
Illinois	Peoria County	Director, Animal Protection Services
Indiana	Bloomington	Traffic and Transportation Engineer
Kansas	Baldwin City	City Administrative Officer
	Edgerton	Building Inspector
		Community Development Director
	Tonganoxie	City Manager
Maryland	Aberdeen	Director of APG Privatization
		Public Works Director
		Police Chief
	Berwyn Heights	Code Supervisor
		Town Administrator
	Cambridge	City Manager
	Charles County	Director of Community Services*

State	Jurisdiction	Position
Maryland	Gaithersburg	Finance Director
		Public Works Director
	Garrett Park	Town Manager
	La Plata	Planning Director
		Police Chief
		Town Manager
		Town Treasurer
	Mount Rainier	City Manager
	New Carrollton	City Administrative Officer
	Riverdale Park	Town Manager
Rockville		City Manager
		Community Planning and Development Services Director
	Sykesville	Town Manager
Michigan	Novi	Assistant City Manager
		Finance Director
	Rochester Hills	Chief Financial Officer
Missouri	Chesterfield	City Administrator
	Lee's Summit	Human Resources Director
Montana	Helena	City Manager
New Hampshire	Keene	City Manager
New York	Batavia	City Manager
	Oneonta	City Manager
Ohio	Centerville	City Manager
	Cleveland Heights	City Manager
		Finance Director
	Dublin	City Manager
		Director of Public Service
	Granville	Village Manager
	Hudson	City Manager
	Jackson Township	Township Administrator
	Miami Township	Township Administrator
	Moraine	City Manager
Oberlin	Fire Chief	

* candidate sourcing/screening

who we work for

executive search



State	Jurisdiction	Position
Ohio	Oberlin	Police Chief
	Portsmouth	City Manager
	Prairie Township	Township Administrator
	Sandusky	City Manager
	Union County	County Administrator
	Upper Arlington	Assistant City Manager*
		Police Chief
	Washington Township	Township Administrator
	West Chester Township	Township Administrator
	Westerville	Deputy Director of Planning and Development
Finance Director		
Worthington	Assistant Fire Chief	
Oregon	Lane County	Public Works Director
Pennsylvania	Carlisle Borough	Police Chief
Texas	Lancaster	Assistant City Manager
		Finance Director
	University Park	Human Resources Director
Virginia	Alexandria	Controller
	Arlington County	Central Library Services Division Chief*
		Town Manager
	Ashland	Town Manager
	Bedford County	County Administrator
		Deputy Fire Chief
	Fairfax	City Manager
		Police Chief
	Fairfax County	County Executive
		Deputy County Executive
Harrisonburg	City Manager	
	Police Chief	
Loudoun County	Animal Services Director	
	Assistant County Administrator	
	Assistant Director of Human Resources	
	County Attorney	
	Economic Development Director	

State	Jurisdiction	Position
Virginia	Loudoun County	Family Services Director
		Finance Director
		Mapping and Geographic Information Director
		Mental Health, Substance Abuse, and Developmental Services Director
		Parks, Recreation, and Community Services Director
		Planning and Zoning Director
		Systemwide Fire Chief
	Warrenton	Town Manager
Washington	Shoreline	Administrative Services Director
		City Manager
		Human Resources and Organizational Development Director
Wisconsin	Mequon	City Administrator

Organizations & Associations	Position
Central Brown County Water Authority, Wisconsin	Manager
Ocean Pines Association, MD	General Manager
Orleans Parish School Board	Chief Operations Officer
Solid Waste Authority of Central Ohio (SWACO)	Director of Administration

United Methodist Church	Position
Discipleship Ministries	General Secretary
Florida United Methodist Children's Home	President and CEO
Florida United Methodist Foundation	President
General Board of Higher Education and Ministry	Associate General Secretary/ Division of Ordained Ministry
	General Secretary
Global Ministries	Deputy General Secretary Mission and Evangelism
	Director of Communications
Impact Church	Executive Director
United Methodist Committee on Relief	Deputy General Secretary
United Methodist Frontier Foundation	President and Executive Director
Western Pennsylvania Annual Conference	Treasurer

* candidate sourcing/screening



May 31, 2019

Elizabeth Paine
Secretary to the Select Board
Town of Provincetown
260 Commercial Street
Provincetown, MA 02657

Via: epayne@provincetownma.gov

Re: Executive Recruitment for a Town Manager

Dear Ms. Paine:

We understand that the Town of Provincetown will soon be looking for a new Town Manager. The purpose of this letter is to introduce our firm to you and to express our strong interest assisting the Select Board to recruit exceptional candidates for this position.

Slavin Management Consultants (SMC) is well qualified to perform this work. We are among the most experienced and successful local government executive recruitment firms in America. We are based near Atlanta, GA with satellite offices in Arizona, California, Connecticut, Florida, Kentucky and Ohio. Over the years, SMC has completed more than 850 local government executive searches. This experience includes clients in approximately forty-five states including many in New England. In New England, our current and past clients include Bloomfield, CT; Bridgeport, CT; Burlington, VT; Concord, NH; Enfield, CT; Glastonbury, CT; Groton, CT; Hartford, CT; Newark, DE; New Castle County, DE; Mansfield, MA; Newport, RI; Norwich, CT; West Hartford, CT; Willimantic, CT and Worcester, MA. If selected, we will have no difficulty beginning the project soon and expediting our work to ensure an orderly and timely management transition.

As head of the Executive Search Division of SMC, I have more than thirty-five years of experience in conducting searches for local government executives. This background places me among the most experienced public sector recruiters in the nation.

SMC uses a "critical path" search process that we designed to allow our clients to focus on the selection process rather than on recruiting and screening candidates. We have learned that each client's needs in key executives are different and that there is no "best" person for all situations. The best prospects are most frequently happily employed and are not responding to advertisements. These people typically need to be sought out and encouraged to become candidates. Our approach to this assignment will reflect the unique qualities of Provincetown and it will protect the interests of potential candidates to the extent possible under Massachusetts law. We have a proven ability to attract top quality candidates who have assured us that they would not apply directly to a local government office.

We believe some additional advantages to using our firm that you may wish to consider are:

- ✓ We formed our practice to provide exceptional quality recruitment services to clients.
- ✓ We offer a very comprehensive work product.
- ✓ We have received much repeat business from our local government clients.
- ✓ We offer a valuable combination of services that is unique in our industry including that we conduct site visit interviews with all finalist candidates and, should the Select Board wish, we will facilitate a goals and objectives-setting workshop with the selected candidate and the Select Board soon after the new Town Administrator begins. We offer these services at no additional professional fee.

- ✓ We guarantee that we will not recruit candidates for other clients from your organization for at least two years from the completion date of this assignment unless, for some reason, you specifically authorize us to do so.
- ✓ We guarantee that, should the selected candidate leave your employ within the first two years of employment, we will redo the search for the cost of our expenses only.
- ✓ We are specialists in public sector executive search and will devote our most experienced consultants to this project. We will not delegate any important aspect of the work to less experienced staff. Mr. Slavin will personally manage this work.
- ✓ We have a positive track record of placements and have many satisfied clients as references.
- ✓ We do not use the same cadre of candidates repeatedly. We have no allegiances that preclude our total objectivity respective of any candidate.
- ✓ We check references, credit, driving, criminal, civil and educational records and our work product is most thorough and of the highest quality.
- ✓ More than 90 percent of our placements during the past five years are still in their same positions.
- ✓ We have participated in the establishment of ethical standards for public sector executive search firms, and we abide by those standards.
- ✓ We are experienced in objectively evaluating internal and local candidates.
- ✓ We have the necessary local, state, and national contacts to expedite the search process.
- ✓ We have a database of potentially well-qualified candidates.
- ✓ We are ready to begin work immediately.

Thank you for your consideration. Please let me know if you wish additional information. If requested, we will be pleased to provide the Town with a full proposal including cost and scheduling information. We will be most pleased to come to Provincetown to discuss our qualifications with the Select Board in person. Our telephone number is (770) 449-4656.

Sincerely yours,

SLAVIN MANAGEMENT CONSULTANTS



Robert E. Slavin, President

RES/jf



now joined with
Springsted and Umbaugh

Baker Tilly Virchow Krause, LLP
14285 Midway Road, Suite 340
Addison, TX 75001
+1 (972) 481 1950
+1 (972) 481 1951
bakertilly.com

June 4, 2019

Ms. Elizabeth Paine
Secretary to the Select Board
Town of Provincetown
260 Commercial Street
Provincetown, MA 02657

Dear Ms. Paine:

Baker Tilly Virchow Krause, LLP (Baker Tilly) appreciates the opportunity to submit information on our firm for executive recruitment services for the Town of Provincetown's next Town Manager. Our extensive experience in providing executive recruitment services to cities, counties and other public-sector organizations nationwide will be beneficial for this recruitment and allow us to find the ideal candidate for the Town of Provincetown

We know that you have options for using other recruitment firms. However, we believe that our approach sets us apart from our competitors in the following unique ways:

- If selected as an option, our web-based survey can be used to determine the key community-wide issues and priorities that are essential considerations for the Town and the selection committee to consider. This survey is completed by the Town's employees, community leaders and citizens and would alter the estimated duration of the project timeline. The results of the survey will provide the Town with important feedback for development of the profile for the ideal candidate;
- Management/Leadership Style Assessment Analysis completed by the candidates to determine if a candidate's management style matches the approved management/leadership style profile for the ideal candidate; Video candidate interviews through a proprietary system will be made available to the Town to assist in the selection process; and
- Utilization of a proprietary online application system exclusively licensed to Baker Tilly to facilitate talent management. The system has been designed by Baker Tilly to customize applicant flow and tracking. It allows ease of communication with applicants and the ability to conduct database inquiries for candidates based on characteristics important to the City such as geographic location and specific experience, expertise and qualifications.
- The previous recruitment for Provincetown's Town Manager provides valuable insights into the municipal and community culture that will enable a solid fit between the selected candidate and Town.

The proposal document will provide you the details about our approach, expertise, client references and pricing for this executive recruitment. Our Team would consider it a professional privilege to provide these services to the Town of Provincetown.

Very truly yours,

BAKER TILLY VIRCHOW KRAUSE, LLP

1. General information

Baker Tilly is a nationally recognized firm with a long history of service to clients located throughout the country — and internationally. As a member of Baker Tilly International, the world's 10th largest accountancy and business advisory network, we can extend our reach through trusted relationships with firms located across the country and throughout the world.

Baker Tilly was founded in 1931 with one central objective: to use our industry specialization to help our clients improve their businesses. For more than 85 years, Baker Tilly has understood that our business demands absolute integrity, a belief in the value of trusted relationships and a willingness to collaborate with every client.

Key facts about Baker Tilly:

- Provides a wide range of accounting, tax, assurance and consulting services by more than 3,500 total staff members, including approximately 330 partners
- Ranked among the 15 largest accounting firms in the U.S.
- Serving clients with industry-focused teams



In early 2019, Baker Tilly expanded its public sector practice, joining with Springsted Incorporated (Springsted) and H.J. Umbaugh and Associates, Certified Public Accountants, LLP (Umbaugh). This combination has created one of the largest municipal advisory firms in the nation.

As an independent advisory firm, Springsted provided high quality, independent financial and management advisory services to public and not-for-profit organizations for 60 years making it one of the largest and longest established independent public sector advisory firms in the U.S. Springsted's staff advised clients in executive recruitment for more than 30 years. The combination of Baker Tilly's and Springsted's professional consulting teams has created a strong, experienced staff with direct experience in managing and leading local city and county governments as well as school districts. Our combined team of professionals brings practical, realistic and creative solutions to the challenges faced by public entities.

Baker Tilly's public sector executive search services assist a wide variety of public and not-for-profit organizations across the country. Our executive recruitment team consists of ten recruitment consultants and project coordination staff available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with cities, towns, counties and school districts and the many different disciplines that comprise the Provincetown organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement; our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed the Selectmen's expectations. In the past five years, our combined consultant team has conducted nearly 450 executive recruitments.

The Baker Tilly Recruitment Project Team will collaborate with the Town Selectmen and designated staff as your technical advisor to ensure that the recruitment process for your next Town Manager is conducted in a thorough and professional manner. Our objective is to generate high-quality candidates and assist you with the screening and evaluation of these candidates.

We have structured the Baker Tilly Recruitment Project Team to draw upon our 60-plus years of service to the public sector and to leverage Baker Tilly's experience and capacity to find the most qualified candidates

Elizabeth Paine

To: RFP Central
Subject: RE: Firm Profile - CPS HR Consulting

From: RFP Central [mailto:rfpcentral@cpsr.us]
Sent: Thursday, May 30, 2019 2:04 PM
To: Elizabeth Paine <epaine@provincetown-ma.gov>
Subject: RE: Firm Profile - CPS HR Consulting

Hello Ms. Paine,

CPS HR Consulting is a self-supporting public agency that works with government and nonprofit clients in the areas of organizational strategy, recruitment and selection, training and development, and organization and workforce management. We understand what it is to work with and within government. We believe in using an integrated, systems-based approach to talent management and provide consulting in all the key areas listed below.

CPS HR CONSULTING SERVICES	
ORGANIZATIONAL STRATEGY	TESTING, RECRUITMENT & SELECTION
<ul style="list-style-type: none">• Workforce & Succession Planning	<ul style="list-style-type: none">• Job Analysis
<ul style="list-style-type: none">• Organizational Assessment, Redesign and Re-Engineering	<ul style="list-style-type: none">• Develop/Deliver Assessment Center Services
<ul style="list-style-type: none">• Performance Management	<ul style="list-style-type: none">• Executive Search
<ul style="list-style-type: none">• Employee Engagement	<ul style="list-style-type: none">• Test Development*
<ul style="list-style-type: none">• Change Management	<ul style="list-style-type: none">• Test Administration*
<ul style="list-style-type: none">• Complaint Investigations & HR Outsourcing	*(for employment and licensing certification)
CLASSIFICATION AND COMPENSATION	TRAINING AND DEVELOPMENT
<ul style="list-style-type: none">• Classification	<ul style="list-style-type: none">• Training
<ul style="list-style-type: none">• Compensation	<ul style="list-style-type: none">• Coaching
	<ul style="list-style-type: none">• Accelerated Leader 360° Assessment™
	<ul style="list-style-type: none">• Leadership Development

With more than 120 full-time employees, as well as 200+ project consultants and technical experts nationwide, CPS HR delivers breakthrough solutions that help public sector organizations impact the communities they serve. CPS HR has worked with more than 2,000 government and public/non-profit clients throughout the United States and Canada.

Our headquarters are located in Sacramento, California. We have regional offices in Texas, Colorado, and Southern California. To contact us:

Invitation for Bid: RFPCentral@cpsr.us

CPS HR Consulting
Attn: RFP Coordinator
2450 Del Paso Rd, Ste 160
Sacramento, CA 95834

Contact GERALYN GORSHING at 916-471-3373 or ggorshing@cpshr.us should you wish to discuss how we can serve you.



May 30, 2019

Elizabeth Paine
Secretary to the Select Board
Town of Provincetown
260 Commercial Street
Provincetown, MA 02657

Re: City Manager

It is our pleasure to submit this proposal for executive search services for the Town of Provincetown.

It's been proven that great employees are looking for great employers; not just a paycheck. WBCP provides a broader perspective to recruitment services – going beyond securing the ideal candidate – we brand your organization as an employer of choice. Additionally, we boost your employer identification through eye catching marketing materials, innovative search practices and responsive and respectful communications with your applicants and stakeholders. We provide a fair and equal recruitment process attracts ethnically and gender diverse applicant pools.

We are a boutique agency; however, this ensures that our senior consultants, Troy Butzlaff, and/or me are the leads on all executive searches. Additionally, we have support staff and a team of consultants we bring on as needed for various recruitments and consulting projects.

Our clients chose our firm over others because of our sterling reputation, the quality of the service we provide, great candidates we bring forward and our ability to work with and support their elected officials, community partners and internal staff. Please feel comfortable reaching out to the list or references we have provided to get their feedback directly.

We love what we do and I'm passionate about finding exceptional candidates who are also passionate about serving others. I and my staff are driven, and I desire to exceed client expectations. I appreciate your consideration in retaining our services and hope to have an opportunity to work with you in the future.

Best regards,

Wendi Brown
Founder/President, WBCP, INC.

BACKGROUND AND QUALIFICATIONS

WBCP has 20 years of experience providing search services for public sector and nonprofit organizations. We have successfully secured professionals and provided other consulting services in Oregon, Arizona and California for the Cities of Ashland (OR), Grants Pass (OR), Central Point (OR), Phoenix (OR), Chandler (AZ), San Rafael, Ventura, Petaluma, Irvine, Calistoga, Oxnard and Medford. We have also secured professionals for many diverse industries and geographic locations for the Counties of: Contra Costa, Humboldt, Jackson, Lake, Marin, Mariposa, Napa, Orange, Santa Barbara, San Joaquin, Solano, Stanislaus, and Tuolumne. We have also secured executives for positions in several local and national nonprofit organizations and several districts, including Santa Clara Valley Water District, Tuolumne Utility District and Olivehurst Public Utility District.

Below is a selection of assorted executive positions we have managed in various industries for nonprofits, cities, counties and districts:

Organizational Leadership

- City Manager, City of Phoenix, OR
- City Manager, City of Oxnard, CA
- City Manager, City of Petaluma, CA
- City Manager, City of Ventura, CA
- Assistant County Administrative Officer, Santa Barbara County, CA
- Administrative Services and Finance Director, City of Ashland, OR
- General Manager, Olivehurst Public Utility District, CA
- General Manager, Tuolumne Utility District, CA
- General Manager, LA Public Media, CA
- Fire Chief, Jackson County Fire District 5, CA
- Executive Director, Arts Commission, Santa Barbara County, CA
- Executive Director, Latino Public Broadcasting, CA
- Executive Director, First 5 Association of California, CA
- Executive Director, First 5 Santa Barbara County, CA
- Executive Director, First 5 Fresno, CA
- Assistant Director, First 5 San Mateo, CA
- Executive Director, Community Food Bank, CA

Parks, Planning, Building, and Public Works

- Planning Director, County of Santa Barbara, CA
- Assistant Planning Director, County of Santa Barbara, CA
- Planner I/II/III, County of Santa Barbara, multiple departments (filled 12 positions), CA
- Planner II/III, Environmental Manager, Planning Manager, Principle Env. Specialist, Division Manager Planning, County of San Luis Obispo
- Community Services Director, City of San Rafael, CA
- Public Works Director, City of San Rafael, CA
- Public Works Director, City of Santa Maria, CA
- Public Works Director, City of Roseville, CA
- Public Works Assistant Director, County of Marin, CA
- Chief Building Officer, City of San Rafael, CA
- Chief Building Official, City of Calistoga, CA

- Parks Director, City of Ashland, CA
- Parks Director, County of Santa Barbara, CA
- Deputy Parks Director, County of Santa Barbara, CA

Information Technology:

- Chief Information Officer, City of Chandler, AZ
- IT Director, Santa Clara Valley Water District, Ca
- Chief Information Officer, County of Solano, CA
- Chief Information Officer, County of San Joaquin, General Hospital, CA
- Chief Information Officer, County of San Joaquin, CA
- Chief Information Security Officer (CISO), County of Santa Barbara, CA
- IT Manager, County of Santa Barbara, Social Services, CA
- Chief Assistant IT Director, County of Marin, CA
- Assistant IT Director, County of Solano, CA
- ***And, several other non-executive information technology positions not listed***

Financial/Fiscal

- Administrative Services/Finance Director, City of Ashland, OR
- Chief Executive Officer/Chief Operating Officer, Futures Without Violence, CA
- Chief Operating Officer, Santa Clara Valley Water District
- Chief Financial Officer, Marin County Employees Retirement Agency, CA
- Director of Finance, Jackson County, OR
- Senior Principal Accountant, City of San Rafael, CA
- Audit Supervisor, County of Santa Barbara, CA
- Internal Audit Chief, County of Santa Barbara, CA
- Payroll Supervisor, County of Santa Barbara, CA
- Director of Finance, Community Food Bank, CA
- Finance Manager, County of Santa Barbara, Department of Behavioral Wellness, CA
- Financial Systems Analyst, County of Santa Barbara, CA

Legal/Counsel

- County Counsel, Solano County, CA
- County Counsel, Jackson County, OR
- County Counsel, County of Marin, CA
- County Counsel, County of Orange, CA
- City Attorney, City of Santa Maria, CA
- Assistant City Attorney, City of Santa Maria, CA

Human Resources

- Human Resources Director, County of Mariposa, CA
- Human Resources Director, City of San Rafael, CA
- Recruitment, Retention and Selection Manager, County of Santa Barbara, CA
- Labor Relations Manager, County of Solano, CA
- Deputy Human Resources Director, County of Marin, CA

Health and Human Services

- Director of Social Services, County of San Luis Obispo, CA
- Director, Health Agency, County of San Luis Obispo, CA
- Director, Health & Human Services, County of Marin, CA
- Director of Social Services, County of Santa Barbara, CA
- Director, Health & Human Services, County of Napa, CA
- Director, Health & Social Services, County of Solano, CA
- Director of Health & Human Services, County of Humboldt, CA
- Behavioral Health & Recovery Services Director, Stanislaus County, CA
- Behavioral Health Director, County of Tuolumne, CA
- Behavioral Health Director, County of Santa Barbara, CA
- Behavioral Health and Recovery Services Director, County of Marin, CA
- Mental Health Specialists (5), and a Mental Health Manager, Jackson County, OR
- Public Health Officer, County of Stanislaus, CA
- Public Health Officer, County of Tuolumne, CA
- Public Health Officer, County of Lake, CA
- Public Health Officer, County of San Joaquin, CA
- Crisis Manager and Forensic Manager, County of Santa Barbara
- Director of Aging and Adult Services, County of Contra Costa, CA
- Assistant Director, Health and Human Services, County of Solano, CA

Other:

- Certified Dog Trainers, Dogs for Better Lives, OR
- *And several more...*
- *See other positions we have filled at <https://wbrowncreative.com/job-board/>*

We provide an 18 month guarantee for our search services (see details in the proposal); 24 months for City Administrator/Town Managers. In addition to our track record, we have fantastic contacts that bring a network of resources including current, retired, and up-and-coming leaders in City and County government.

CONSULTANT'S BIOS

WENDI BROWN – Lead Consultant and Facilitator

I am the President of WBCP, an executive search and human resources consultancy, serving clients in Oregon and California. My team and I are passionate about helping organizations improve their recruitment services, place great talent, conduct department assessments, redesign antiquated processes, revise job descriptions, conduct salary and benchmark studies, and more. I have over 20 years of experience in marketing and advertising and combine this with my background in recruiting to successfully place hard-to-fill, management, and executive positions. I have worked in various industries -- advertising and public relations, national real estate franchisor, global manufacturing – and I have worked with nonprofit and public sector organizations since 1999. Formerly, I was an internal Human Resources Consultant for the County of Orange, California, providing countywide communications, human resources, executive search and recruiter training services to the Assistant Chief Executive Office/Human Resources Director and, at that time, 25 decentralized departments, with 17,000 employees, serving a community of 300,000. I have a Bachelor of Science in Business Administration with an emphasis in Marketing from Colorado Technical University; have earned

several certificates in Project Management, Global Business, Marketing and Human Resources; and working towards a Master's in Management at Southern Oregon University.

TROY BUTZLAFF, ICMA-CM, – Lead Consultant and Project Manager

Troy Butzlaff has over 25 years of public sector experience having served in various administrative and executive management level positions with the cities of Azusa, Placentia, Palm Springs, Indian Wells, Diamond Bar, Chino, and La Verne. He recently retired from the City of La Puente where he served as Director of Administrative Services/City Treasurer. Troy is a recognized expert in all aspects of local government; including organizational and economic development, human resources and labor negotiations, budgeting and fiscal management, employee pension and benefits reform, government transparency and ethics, and information technology. Over his nearly three-decade-long career in city management, Troy has successfully recruited and hired high-quality executive leaders. He understands the challenges facing public agencies in attracting and retaining competent staff. He has extensive experience working with elected officials, citizen groups, labor organizations, and regional and state agencies on a wide range of issues affecting local government. Troy holds both a Bachelor of Arts degree in Political Science and a Master's of Public Administration degree from the University of La Verne. In addition, he is a graduate of several distinguished institutes and programs including the Berkeley Executive Seminar at the University of California Berkeley; the Gettysburg Leadership Institute and the Williamsburg Leadership Institute.

HEATHER JACK – WBCP Associate Executive Recruiter/Office Manager

Heather has been working for WBCP since 2015 years. Heather supports all recruitments that we manage at WBCP, in addition to working on other projects in human resources, employee engagement, salary and benchmark studies, and other human resource related projects with several municipalities in Oregon and California. Heather has a Bachelor of Science degree in Anthropology and a double minor in Environmental Studies and French from Southern Oregon University.

Contact and General Business Information

Principle: Wendi Brown, President

Company Legal Name: WBCP, Inc.

Tax ID: 81-5454037

Phone: 866-929-WBCP (9227) / 541-664-0376

Fax: 866-224-1423

Address:

- Principle Place of Business: Oregon – WBCP, Inc., 698 Lynn Lane, Central Point, OR 97502
- Satellite Office: California – WBCP, Inc., 1573 Alisal Ave., San Jose, CA 95125
- Satellite Office: California – WBCP, Inc., 77893 Grey Wolf Trail, La Qunita, CA 92253

WBCP, Inc. is a 100% woman owned business, an S Corporation, and not part of a parent company, and is a small business based on the standards identified by the U.S. Small Business Administration (SBA); however is not yet registered as a small business.

WBCP is registered to do business in Oregon, Washington, Arizona and California. In 2018, WBCP filed and paid California S Corp and Income taxes.

BUSINESS HISTORY

WBCP, Inc. has been in business since 2004, and serves nonprofit and public sector organizations. WBCP offers a variety of services, including partial and full-service search services for individual contributor, supervisor, management and executive management positions; human resources consulting – organizational development, training, classification and compensation studies, analysis and assessments, etc.).

REFERENCES

Client	Recruitments & Projects	Contact Information
City of Oxnard , California	<ul style="list-style-type: none"> ○ City Manager 	Scott Whitney Police Chief & Former Assistant City Manager/Interim City Manager, City of Oxnard scott.whitney@oxnardpd.org
City of San Rafael California	<ul style="list-style-type: none"> ○ Public Works Director ○ Traffic Engineer / Deputy Director, Public Works ○ Community Services Director ○ Economic Development & Innovation Director ○ Chief Building Official ○ Human Resources Director 	Jim Schutz City Manager City of San Rafael (415) 485-3475 direct Jim.Schutz@cityofsanrafael.org
City of Santa Maria , California	<ul style="list-style-type: none"> ○ Network Engineers/Supervisors (2 positions) ○ Assistant City Attorney ○ City Attorney ○ Public Works Director ○ Chief Information Office 	Jason Stillwell, City Manager jstilwell@cityofsantamaria.org (805) 925-0951 ext. 2396 Katrina Garcia Management Analyst (805) 925-0951 x2394 kgarcia@cityofsantamaria.org
Jackson County Fire District 5 Oregon	<ul style="list-style-type: none"> ○ Fire Chief 	Bill Robertson, Board of Director JCFD5 - billrobertson@jcf5.com ; Dr. Vicki Purslow, Chair, Board of Directors - purslow@jcf5.com ; 541.941.3640
County of Mariposa , California	<ul style="list-style-type: none"> ○ Human Resources Director ○ Classification and Compensation Study 	Sandra Laird, Sr. Administrative Analyst, Human Resources 209-742-1237; slaird@mariposacounty.org
County of Marin , California	<ul style="list-style-type: none"> ○ Director, Health and Human Services ○ Assistant Chief Financial Officer, HHS ○ Assistant Director, Public Works ○ Assistant Chief, Information Services & Technology ○ CFO, MCERA ○ County Counsel ○ Deputy Human Resources Director - Employee and Labor Relations Manager. 	Dianne Ooms, Human Resources DOoms@marincounty.org (415) 473-3045

Client	Recruitments & Projects	Contact Information
City of Ashland , Oregon	<ul style="list-style-type: none"> a. Director, Parks and Recreation b. Administrative Services / Finance Director 	<p>Tina Gray, Human Resources Director tina.gray@ashland.or.us (541) 552-2101</p>
County of Solano , California	<ul style="list-style-type: none"> c. Director, Health & Social Services d. Assistant Director, Health & Social Services e. Labor Relations Manager f. Chief Information Officer g. Health Services Administrator h. Assistant IT Director 	<p>Birgitta Corsello County Administrative Officer 707-784-6108 becorsello@solanocounty.com</p> <p>Marc Fox, Human Resources Director (707) 784-2552 MAFox@SolanoCounty.com</p>
County of San Luis Obispo , California	<ul style="list-style-type: none"> i. Social Services Director j. Software Engineer, Senior k. Software Engineer, I, II, III l. SAP Engineer m. IT Project Manager n. Applications Supervisor o. Supervising Network Engineer 	<p>Shawn Shurick, PMP IT Manager - Applications Information Technology County of San Luis Obispo Ph: (805)781-1190 sshurick@co.slo.ca.us</p>

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, August 18, 2020.**

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 3:00 PM on Tuesday, August 18, 2020** 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.



**Provincetown Select Board
AGENDA ACTION REQUEST
Monday, July 27 , 2020**

5

TOWN MANAGER'S REPORT

Administrative Updates

Requested by: Town Manager Robin Craver

Action Sought: Discussion

Proposed Motion(s)

Discussion dependent – votes may be taken.

Additional Information

Attached documents:

- Town Manager's Report

[\(833\) 579-7589](tel:8335797589) United States (Toll-free)

Conference ID: # [523 886 548](tel:523886548)

Meeting can be viewed on channel 18 or at <http://www.provincetowntv.org/>

Board Action

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

Memo

To: Select Board

From: David Gardner, Acting Town Manager

Date: July 22, 2020

Re: Department Update Report for the July 27, 2020 Select Board Meeting

Building Department

- The Bradford Access Project: The footing for the lower level pavilion was poured last week. The walls will be formed up and pour within the next week. Up on the hill the steel cage is set and that will be poured within the week.
- The Energy Storage System Project: The footings are being poured for the first of two (2) sound walls. The area for the building has been compacted and it is being staked out for that foundation.
- Community Rating Service (CRS): The preliminary results regarding the credits for the CRS program have verified 1384 credit points for the Town of Provincetown. This information is still subject to acceptance by DHS/FEMA, however our efforts have shown a result in achieving a CRS Class 8 up from a Class 9. That's an increase in \$45,000 in annual savings, for a total of \$115,000 in savings/year for Provincetown flood insurance policyholders.

Emergency Management/Transportation

- Parking Lot Updates: The Department continues to troubleshoot issues as they arise at the two License Plate Recognition (LPR) Parking Lots (Grace Hall and MacMillan Pier). As a reminder, any permit holder whose plate is not being read at either the entrance or exit of these lots should contact Erin Ellis at eellis@provincetown-ma.gov or Alex Williams at awilliams@provincetown-ma.gov so that the permit can be reviewed and adjustments made as needed.

Housing

- Housing Choice Designation: On July 7, 2020, the Town of Provincetown received notice of Housing Choice Designation for 2020; this designation is good for two years and provides extra points on various state grant opportunities. It is our second such designation.

- Ownership Opportunities: With applications due by July 20th, continue to respond to many requests for applications and additional information for the resale of two 1-bedroom condominium units: 2 Meadow Rd. #4 [\$157,796] and 21 Bradford St. Ext #10 [\$148,770]; income eligibility up to 80% Area Median Income [\$54,150 for 1 person; \$61,850 for 2]. Four applications are in-hand and expect more; the lottery will be held first week of August.
- Harbor Hill: 24 units are now occupied out of 28 [86%]; only 4 units remain available.
- Year Round Market Rate Rental Housing Trust: Conducted second virtual meeting since early March on 7/14/20.

Library

- Collaborative & Virtual Programming: The Wellfleet, Truro, and Provincetown Libraries are teaming up to present two virtual puppet shows this summer! First, on Thursday, July 23 at 10:30 am, Tom Knight Puppets will present “The Library Boogie!” Tom Knight has been delighting children and their grown-ups with his original, interactive, musical puppet show since 1988. His unique blend of musicianship and puppetry celebrates reading (“The Library Boogie”), the environment (“The Garbage Monster”), and science (“The Solar System”), with hand-made puppets, catchy songs, and a high degree of audience participation. The strong visual elements appeal to children as young as 2, while fun lyrics engage children up to twelve, and adults alike. He has performed nearly 1000 times at festivals, museums, and libraries across the country, including the Museum of Natural History at the Smithsonian Institute in Washington, DC, The Cape Playhouse in Dennis MA, and The Green River Festival in Greenfield, MA. On Thursday, August 6th at 10:30 attendees are invited to Caravan Puppets' summer 2020 program "A Celebration Of Imagination!," which will feature a blend of live interaction and pre-recorded videos where the world becomes the stage. Both events will be shown on Zoom. For an invitation, email outercapelibraries@gmail.com. Please include the name of the show(s) you wish to attend and the names and ages of your viewing party.
- Library Services: The Library has been offering street-side-pick-up of circulating library materials since June 1st and will continue until further notice. Delivery between CLAMS libraries has resumed, giving patrons access to items cape-wide. Items may be requested through clamsnet.org, by calling 487-7094, or emailing pplstreetside@gmail.com. Wireless printing is also available. Library staff is available by phone and online during regular library hours (7 days a week) to offer reader's advisory, electronic resources assistance, and help answering questions and finding answers.
- The Friends of the Provincetown Public Library have installed two Little Free Libraries in town. This is a great and well-received way to get books to people. The LFLs are stocked with donations. Anyone is welcome to take a book and/or leave a book.

Marine Services

- Office Operations: The Pier/HM office continues to be open to the general public with limited services from 8AM- 12AM. The office will still require online permit application downloading and will only allow one customer at a time with a mask on at the inside counter. The office continues to be limited staff per day.
- COVID-19 Enforcement: The main Pier and public way, (the main pier, boardwalks and excursion floats) are now part of the mandatory mask wearing zone. The fishing fleet areas consisting of the floating dock marina and the two fixed piers are excluded. Compliance does not seem to be an issue but full enforcement will take place once signage arrives and is in place. The pier signage will be consistent with the town signage. We are awaiting final approval of town signage.
- Excursion Businesses: The excursion businesses (whale watch, sunset sails, and charters) all appear to be adhering to their re-opening policies approved by the Health Dept and PPPC without issue.
- Ferry Service: The 6am and 7am Monday Morning Ferry service has been canceled for the remainder of the season. The Ferry Companies were not seeing any passengers using this “commuter hour” service. The remainder of their schedules remain the same.
- Stellwagen Bank Sanctuary Visitor Information Center Design: The VIC conceptual design will be ready to present to the steering committee next month with public outreach coming this fall. This is the next steps in the redevelopment of the MPL Comfort Station and adjacent transportation area. Previously STM 2016 Article 4 authorized \$17,000 as a local match for the feasibility study which was completed April 2017. The Select Board seated the steering committee in 2016 as well. STM 2017 article 5 was approved for \$25,000 local match for design services. The RFQ was advertised November 2018. Currently a draft Memorandum of Agreement (MOA) for the partners is under review by Counsel.
- Shellfish Nursery at Bennett Pier: Shellfish Constable reports that the nursery is operating and fully stocked with seed for the recreational stocking the west end of breakwater where the relays can't reach.
- Harbor Committee Summer Meetings: The committee is working through the summer on town landing signage in concert with Expedition Blue and additional regulation recommendations for the Select Board Public Hearing originally scheduled for March 23, 2020.

MIS

- Munis Server: MIS is in the process of prepping a new server to replace our existing Munis server. Physical servers are typically replaced after five years of daily use. The new server will offer increased storage capacity and increased performance. Because Munis is the Town's financial system and houses one of

our most mission-critical data assets, an on-premise server continues to be the most appropriate deployment.

- Viewpoint: The Town officially launched a new online permitting system on 7/1/20. MIS has been coordinating this effort for several months. Viewpoint is an OpenGov product, and nicely fits in with their portfolio of services. Users can apply for permits online, upload plans/drawings, documents, pay application fees, and all without visiting Town Hall.

Planning

- Planning Board: The Planning Board continues to discuss amendments to the Zoning Bylaw in anticipation of ten warrant articles for the Annual Town Meeting. Draft amendments are proposed for the following sections of the Zoning Bylaw: Multiple Buildings Per Lot; Illumination Standards; Site Plan Requirements; High Elevation Overlay; Commercial Design Standards; Residential Design Standards; Permitted Principal Uses; Outdoor Display; Growth Management By-Law; and Inclusionary and Incentive Zoning Bylaw.
- Local Comprehensive Planning Committee: The LCP Committee resumed weekly meetings on July 17, 2020 using remote participation. The Committee anticipates discussing Land Use, Transportation, and Economic Development goals and objectives at upcoming meetings.

Recreation

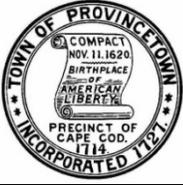
- Reopening Recreation Playgrounds and Basketball Courts: The Recreation Commission voted 4-1 to reopen the Chelsea Earnest and Mildred Greensfelder Playground and courts as of 7/17/20. Playground and Basketball court users will have to abide by a set of guidelines put into place, such as wearing a mask when social distancing cannot be maintained, use of hand sanitizer before and after entering the facility, and no more than 25 people in the playground or court at once. Parks will be monitored by Recreation staff periodically for compliance with the guidelines, first violations will result in education of the guidelines. If there are multiple violations, or there is a large amount of users not abiding by the guidelines, the park will be closed for a duration determined by the Recreation Director. Hand Sanitizer and posted guidelines are available at every entrance to each park or courts. All users can check the status of playground and courts daily on the Recreation Department Facebook page.

Tourism Department

- Digital Media: We began working with Multiview the new digital media firm on July 1, 2020. The digital advertising transition from The Spark Group to Multiview is taking place in July while Multiview is preparing to launch their first ad campaign with us on August 3, 2020. The Spark Group Facebook, Instagram and display ads will continue to run through July 31, 2020. On July 7, 2020 Multiview promptly began search engine marketing (SEM) using keywords to place

ptowntourism.com at the top of the users search results in their browser. Using keyword search for SEM has been cost prohibitive in the past and working with the new media company we are able to accomplish this important marketing tool.

- Five-Year Plan Revisions: The Director of Finance has provided a revised Tourism Fund FY'21 Tourism Budget Capacity of \$705,000. The previous estimate of \$840,000 was approved by the Select Board in November 2019. The VSB is working on revisions from \$840,000 to \$705,000 to meet Josee's 2021 budget capacity projection.



**Provincetown Select Board
AGENDA ACTION REQUEST**

Monday, July 27, 2020

6

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:

- June 08, 2020 6pm (Regular) [] as printed [] with changes so noted
- June 22, 2020 6pm (Regular) [] as printed [] with changes so noted
- July 2, 2020 2pm (Special) [] as printed [] with changes so noted
- July 9, 2020 4pm (Special) [] as printed [] with changes so noted

Additional Information

See attached minutes.

[\(833\) 579-7589](tel:8335797589) United States (Toll-free)
Conference ID: # [523 886 548](tel:523886548)

Meeting can be viewed on channel 18 or at <http://www.provincetowntv.org/>

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
MEETING MINUTES – REGULAR MEETING
JUNE 8, 2020, 6:00 PM
VIRTUAL MEETING**

Chair Abramson convened the open meeting at 6:00 pm noting the following:

Select Board attending: Chair David Abramson, Vice Chair Robert Anthony, Members John Golden, Lise King and Louise Venden

Excused:

Other attendees: Town Manager Robin L Craver, and Select Board Secretary Elizabeth Paine

Recorder: Elizabeth Paine

NOTE: THIS IS A REMOTE PARTICIPATION MEETING

The Pursuant to Governor Baker’s March 12, 2020 Order Suspending Certain Provisions of the Open Meeting Law, G.L. c. 30A, §18, and the Governor’s March 15, 2020 Order imposing strict limitation on the number of people that may gather in one place, this meeting of the Provincetown Select Board will be conducted via remote participation to the greatest extent possible. Specific information and the general guidelines for remote participation by members of the public and/or parties with a right and/or requirement to attend this meeting can be found on the Provincetown website, at <https://www.provincetown-ma.gov/>. For this meeting, members of the public who wish to watch/listen and participate in the meeting may do so in the following manner:

1. Watch on PTV GOV Channel 18, as well as an online livestream of PTV GOV at <http://www.provincetowntv.org/watch.html>
2. To listen and participate in this meeting, dial **(833) 579-7589**. When prompted, enter the following Conference ID number: **182 431 288** When prompted, state your name, then press #.
 - Keep your phone muted at all times when not talking
 - Do not use speakerphone
 - Do not use Bluetooth devices
 - Mute all background noises
 - Mute PTV on the television or computer and use only the phone audio
 - Please do not speak until the chair or the meeting moderator asks for public comments or questions.

No in-person attendance of members of the public will be permitted, but every effort will be made to ensure that the public can adequately access the proceedings in real time, via technological means. In the event that we are unable to do so, despite best efforts, we will post on the Provincetown website an audio or video recording or other comprehensive record of proceedings as soon as possible after the meeting.

The June 8, 2020, meeting of the Provincetown Select Board is about to be convened. As a precautionary measure to reduce the spread of coronavirus, all Town buildings are closed to the public; therefore, this meeting will be held by remote participation. My name is Robin Craver, Town Manager I will begin by taking a roll call for quorum.

Chairman David Abramson: Here

Vice Chair Robert Anthony: Here

John Golden: Here
Lise King: Here
Louise Venden: Here

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

- A. Approve the appointment of Terri Rutter as a regular member on the Recycling and renewable energy committee with a term to expire on December 31, 2022*

Without objection Chair Abramson waived the reading of the consent items and without further objection declared the consent agenda approved.

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

- **Michela Murphy** – Thank you all for including the public comment. I have been upset this week over the social media discourse that has been happening. It is really disheartening to see the animosity. Pleading with everyone to come together and work together.
- **Douglas Walker** – Supporting turning Commercial Street into walking only. I would like the board to consider and support this idea.
- **Karen Daniele** – Agree with previous caller, but would like to address concerns about people who have driveways in that area. Feels that would be a huge inconvenience to people with young children.
- **Jay Gur** – It is in my understanding there is conversations about restricting indoor entertainment beyond the governor’s guidelines. Indoor entertainment is a critical part of Provincetown’s economy. As long as the state feels it is safe, we should be allowing businesses every opportunity to entertain.
- **Bob Sanborn** – Agree with previous speaker in respects to entertainment. Recommend the town not go further than the state in its guidelines. For the agenda item speaking on Economic Stability, thank you for speaking on this. I recommend we leverage existing committees and encourage them to put forward recommendations. I don’t think creating another is useful at this point
- **Pat Miller** – In regards to the Economic Stability, the proposal suggests a member of the part-timer, we don’t see eye to eye with the member proposing this but we will participate. Once again want to speak to the appointment of the previous Town Manager but the moderator.
- **Shi-ra Kavon** – I wanted to speak to the fact, lately on social media, there is a discussion about the 14-day quarantine. None of the local inns or hotels can enforce but they must announce it when people arrive at the front desk. I think an expansion of mask order is warranted.
- **David Panagore** – Second meeting when I have been attacked for volunteering on a committee where I have finance background.
- **Tom Kalish** – I agree with the previous speaker, about not being stricter than the Governor’s order. For mask, I think the Governor is clear. For entertainment, I don’t understand why Motta field is off the table. If we are going to block off traffic, bicyclist need to walk their bike in the zone of pedestrians.
- **Melissa Fallen** – Part Time resident – has been coming for many years, purchased a few years ago and have begun participated in the town when possible. For someone who is trying to become a full time resident, it is disheartening to see what is happening with politics. It appears that there is no desire to have part-time homeowners not allowed to participate.
- **Tom** – The issues around the Finance Committee, is not about appointment of anyone, but rather the disregard for the rules.
- **Lord** – it is with great reluctant to notify the town of the possible complaint. His complaints are always negative, especially towards women. This is not free speech; it is hate speech. I was an applicant, but I

was insulant in email and via Facebook.

- **Dara Anopia** – We own a unit and part time resident, we try to come up all year and support the town. I was calling to make a statement on two topics. We are concerned about the changes in the Governors change in the short term rental regulations, if short term rentals are allowed, they will not be quarantine for 14 days. I think the mask order is quite ridiculous. The masks do work. It is a little inconvince to make people safe.
- **Alan Roth** – I am not a scientist, I think the board has addresses this issue a couple of time and the action taken last week is sensible. In the context of lodging, I think the board has left itself amble room to address this need a needed. The self-quarantine is not a law; it is an advisory. I am deeply resentful that drivers from Boston, that is a hot spot, but others cannot come from others area, are being urged to quarantine.
- **David Burbank** – Speak on entertainment, I really believe that we should follow the governor guidelines and not put any additional guidelines on the local businesses.
- **Scott Van Hove** – I think everyone knows the importance of part-timers to the economy of Provincetown. The treatment of part-timers has not been fair. When I applied last September, I heard nothing from the moderator or FINCOM chair. Another part time applicant applied and did not received any comment. When Mr. Panagore applied, he was appointed that day. This treatment of the part-timers is not fair.

2. Select Board Member's Opening Statements

- **Lise King** – I want to thank every single person that has reached out with calls, emails and messages. Want to thank everyone who has come forward and decided to engage. Maybe this is the silver lining of the COVID-19, as the level of participation has ramped up. I want to say I am quite heartened by the level of participation to support the Black Lives Matter. The world is waking up to some of the injustices. Express condolences to Peg on the passing of her wife Gail. Hearts go out to everyone in the community who loved Gail.
- **Louise Venden** – Support and admirations for all the people who showed up at the Black Lives Matters rally. It is important for white people to take on this work as people of color have been carrying this burden for a long time. Business and the town have been ramping up to open and comply with the orders and guidelines. There is a sense of urgency towards marketing and welcoming people who are coming to the outer cape and Provincetown. I hope people are patience with some of these orders, such as commercial street and the way some of the businesses must open. We need to make sure we have signage and public access to this information. We have seen many more people contacting us because of the level of uncertainty. This town is full of resilient and resourceful people.
- **John Golden** – I agree with Louise's sentiments about Black Lives Matters and how businesses are reopening. I was very heartened that people are on the street and eating outside in restaurants. Seeing all the businesses that have outdoor space and making that happen. The street was busy but people were masking and social distancing. I think it is good that we continue to revisit this as we see what the summer brings. We closed Commercial Street, there was no one on the street, and hopefully that can change. I have a lot of hope for the summer and we shall see what will happen.
- **Robert Anthony** – A couple of speakers addressed the issue of not going stricter on entertainment than what the Governor's going to issues. I think that has to start with the Board of Health. I want to talk about George Floyd. As a police officer of 32 years, I have never seen that type of behavior. I am so glad people have lite the torch to stop this type of abuse on black people. I think it is outrages and we need a little revamping of our local system. I don't want this to be forgotten.
- **David Abramson** – I have not comments for this evening

3. Appointments – (Votes may be taken on the following items)

A. Water and Sewer Board – Terri Rutter

Applicant withdrew application

4. Request

A. Closure of Commercial Street to Vehicular Traffic – ** Public Comments will be taken **

Town Manager Robin Craver gave the board a brief summary on the Commercial Street closure on June 4th – June 7th. This was a trial to see if this would help pedestrian traffic. In feedback, people found the closure more of a hindrance. Staff does not believe this should continue for the month of June. Recommend, the Board votes to authorize the Police Chief to close Commercial Street, with consultation with the Town Manager, to close Commercial Street when deemed necessary.

Commercial Street has closures, per the traffic hearing, in July and August.

The Select Board talked their concerns of giving staff the authority to close down Commercial St when deemed necessary. There is no clarity to the businesses or residents who live in that stretch. The Board also expressed concerns with people not being able to pick-up take-out food from some of these restaurants along this stretch and the lack of express parking in this area, especially with the possibility of Ryder Street parking being closed off. Member Venden would prefer seeing date certain for when this closure would be imposed and the ability for residents who still live in this area to still access their homes. Member Golden expressed concerns for pedestrian safety and feels the biggest problem is the bicycles traveling in two directions. Vice Chair Anthony asked staff to look into a mechanism for people to park on Ryder Street for picking up take out food. Member King is hesitant to close the street with the number of restaurants in that area and agrees the non-set time is confusing.

Public Comments:

Michela Murphy – Believes the closure would be a hindrance on businesses.

Douglas Walker – In support of closure to allow for more space for the pedestrians and bikers.

David Burbank – there was no one on the west end entering Commercial Street to tell people that they need to walk. I am a big supporter of people walking their bikes in the closure.

Dave Abramson – The Chief is requesting we keep the dates the same but allow for the discretion to be allowed to staff.

Move the Select Board authorizes the Police Chief, in consultation of the Town Manager, the implantation of closure of Commercial Street from Ryder to Court Street between the hours of 6 pm – 10 pm on Thursday, Friday, Saturday and Sundays in the month of June and include the conditions listed a-f.

Motion: Louise Venden

Seconded: Robert Anthony

Roll Call

David Abramson: Aye

Robert Anthony: Aye

John Golden: Aye
Lise King: Aye
Louise Venden: Aye

B. Update from Visitor Services Board Chair Jay Gurewitsch on Visitor Services Board's June 5, 2020 meeting

Chair Jay Gurewitsch and Tourism Director Anthony Fuccillo spoke to the Select Board about the month of June's marketing spend through the Tourism office and the way in which the Tourism office was marketing. The Tourism office will move to phase 2 for marketing, continuing to keep health and safety in the forefront.

C. Social Services funding requests from May 28th and June 1st, 2020 meetings.

- a. Task Health Department to create a public education campaign focused on the theme of: "It's OK to Ask for Help: Here's How."**
- b. Unfreeze any current spending restrictions on Health Dept. current budget, and as emergency funding becomes available to the Town, distribute funding to the Health Department in order to allow for direct emergency assistance funds to be distributed to Provincetown residents**
- c. Task the Health Department with creation of an Equity & Inclusion working group to outline an action agenda for outreach and engagement with the Jamaican, Latinx, and other marginalized communities that live or work in Provincetown, including members of these communities that own businesses serving Provincetown**

Health Director Morgan Clark, Helping Our Women Gwen Guzzeau and AIDS Support Group Dan Gates spoke to the Select Board about their asks. Looking for funds that can be considers for social service needs, particularly in the light of Budget's being frozen. Will also been looking at Grant funding to help with the social service needs that have been over taxing the current funds. A primary part of this work is to create an education campaign to inform residents of resources currently available. There has been an increase in the basic needs request; rent, food and utilities these last few months. Town Manager Craver is recommending this request of allowing the Health Department to spend funding in their budget on these items and is willing to review the needs and look at possible funding resources and asks the Select Board to support this.

Move that the Select Board support the Town Manager and the Health Department to carry out recommendations 1 -3.

Motion: David Abramson
Seconded: Louise Venden

Roll Call Vote

David Abramson: Aye
Robert Anthony: Aye
John Golden: Aye
Lise King: Aye
Louise Venden: Aye

Motion passes.

D. Discuss Select Board Member Lise King’s request to creating an “Economic Stabilization Advisory Committee” with the purpose of which is to advise the Select Board on actions that may be taken to provide support to individual small business owners and workers in town in recovering from the current economic.

Select Board Lise King gave a brief explanation of the Economic Stabilization Advisory Committee and the role she felt the committee could play and possible explains of how this committee would work. The Board stated their concerns of creating another committee when there are already committees with similar purposes. Member Venden did not believe this was the mechanism at this time. Member Golden was against the formation of this committee. Vice Chair Anthony asked whether any local businesses or banks had been spoken to yet about this. Chair Abramson agreed with Member Venden and Vice Chair Anthony. Member King stated should would continue working on this.

E. Discuss June 30th Town Elections

Town Manager Robin Craver, discussed with the Board the June 30th Election. KP Law provided an update on Saturday on the latest legislation regarding the Elections. Absentee Ballot and Early Mail in voting is currently allowed. The application for the mail in ballot must be requested through the clerk’s office. Under the current law, we are unable to mail everyone ballots. The Ryder Street parking ban will not go into effect until July 1, 2020.

F. Discuss and approve the 1/12th Budget Plan for Department of Revenue

Town Manager Robin Craver gave a brief summary of the CARES Act Funding. The state allocated \$260,976 to the Town of Provincetown as determined by population. The funds are to pay for COVID-19 response cost. The funds may not be used to substitute for lost revenue. Has to be for cost incurred between March 1, 2020 and December 30, 2020. Towns were asked to estimate their FY20 COVID-19 expenses and submit them to the State by June 5, 2020. While reviewing the 1/12th Budget Plan please remember not to multiply by 12. This is a font loaded budget which allows us to estimate more than 1/12th in any moth due to our seasonal nature, contractual obligations, debt service and recurrent payment discount.

Move that the Select Board approve the Town Manager’s FY21 1/12th Budget Plan to be submitted to the Department of Revenue per Section 5 of An Acts of Address Challenges Faced by Municipalities and State Authorities Resulting from COVID-19, Chapter 53 of the Acts of 2020.

Motion: David Abramson

Seconded: Lise King

Roll Call

David Abramson: Aye

Robert Anthony: Aye

John Golden: Aye

Lise King: Aye

Louise Venden: Aye

5. Town Manager’s Administrative Update

A. Review Town Meeting Timeline

B. Staff Biweekly updates

Town Manager Craver reviewed the Town Meeting Timeline and gave the Board a brief update on the Town operations.

6. Minutes - (Votes May Be Taken)

- A. May 4, 2020 5 pm
- B. May 11, 2020 6 pm
- C. May 18, 2020 5 pm

Move that the Select Board approve the minutes of:

May 4, 2020 5pm (Special) [] as printed [x] with changes so noted
May 11, 2020 6pm (Regular) [] as printed [x] with changes so noted
May 18, 2020 5pm (Special) [] as printed [x] with changes so noted

Motion: David Abramson

Second: John Golden

Roll Call

David Abramson: Aye

Robert Anthony: Aye

John Golden: Aye

Lise King: Aye

Louise Venden: Aye

7. Select Board Closing Matters - Topics to Include but not limited to: (Votes May be taken on the following items)

A. Pending Items List

- **Lise Kings** – I have been reached out to by local businesses who are concerned about COVID-19. We are all figuring this out as we go. Encourages everyone to keep up the dialog and apricates everyone contacting me and the other Board members. The more that are engaged in the conversation the better we can all be informed about what everyone is going through.
- **Louise Venden** – Want to thank Liz Paine, for her time and helping Robin out. Beyond that I want to mention the Cape Cod Times article on complicating plans for Cape Cod Hurricane Season. If we could have communication included about planning. I hope we can all be kinder to each other.
- **John Golden** – We need to keep working on keeping things going. We need to work together with people in the town so things keep going.
- **Robert Anthony** – I have nothing.
- **David Abramson** – I have nothing as well.

Motion to Adjourn

Motion: John Golden

Seconded: Robert Anthony

Roll Call

David Abramson: Aye
Robert Anthony: Aye
John Golden: Aye
Lise King: Aye
Louise Venden: Aye

Without objection the meeting was adjourned at 9:31 pm

Minutes transcribed by: Elizabeth Paine

DRAFT

**TOWN OF PROVINCETOWN – SELECT BOARD
MEETING MINUTES – REGULAR MEETING
JUNE 22, 2020, 6:00 PM
VIRTUAL MEETING**

Chair Abramson convened the open meeting at 6:00 pm noting the following:

Select Board attending: Chair David Abramson, Vice Chair Robert Anthony, Members John Golden, Lise King and Louise Venden

Excused:

Other attendees: Town Manager Robin L Craver, and Select Board Secretary Elizabeth Paine

Recorder: Elizabeth Paine

NOTE: THIS IS A REMOTE PARTICIPATION MEETING

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The June 8, 2020, meeting of the Provincetown Select Board is about to be convened. As a precautionary measure to reduce the spread of coronavirus, all Town buildings are closed to the public; therefore, this meeting will be held by remote participation. My name is Robin Craver, Town Manager I will begin by taking a roll call for quorum.

Chairman David Abramson: Here

Vice Chair Robert Anthony: Here

John Golden: Here

Lise King: Here

Louise Venden: Here

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

- A. Reappoint the Following Board and Committee, and Commission Members to an additional three-year term all to expire on June 30, 2023**
 - a. Animal Welfare Committee: Carol MacDonald, Regular Member and Sherry Brec, Regular Member**
 - b. Community Housing Council: Paul Richardson, Regular Member and Jared Keasbey, Regular Member**
 - c. Community Preservation Committee: Polly Burnell, Historical Commission Representative and Brandon Quesnell, Planning Board Representative**
 - d. Economic Development Committee: Regina Cassidy, Regular Member**
 - e. Harbor Committee: Wendy Loughlin, Regular Member, Susan Avellar, Regular Member and Francis J. Santos, Regular Member**
 - f. Human Service Committee: Russell Dutra, Regular Member and Elton Cutler, Regular Member.**
 - g. Local Comprehensive Planning Committee: Max Cliggott-Perlt, Stephen Katsurinis, Steven Latasa-Nicks, Lynne Martin, Tom Coen and Regina Binder**
 - h. OPEB: Douglas Cliggott, Regular Member**
 - i. Open Space Committee: Celine Gandolfo, Regular Member and Robin Evans, Alternate Member and William Mullin, Alternate**
 - j. Visitor Services Board: Jay Gurewitsch, At Large Member and David Burbank, At Large Member**
- B. Appoint Marianne Clements as an alternate member to the Planning Board with a term to expire on December 31, 2022**
- C. Extend the appointment of Carlos Verde on the Provincetown Public Pier Corporation for a term of one year due to COVID-19, with a term to expire on July 29, 2021.**
- D. Approve Select Board Policy Statement 2020-06-22: Temporary use of Town Property.**

Without objection Chair Abramson waived the reading of the consent items and without further objection declared the consent agenda approved.

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

- **Ann Wood** – Heard a radio ad encouraging tourist to come today, this is dangerous. It is impossible to social distance on Commercial Street, believe that encouraging tourism to come to town in only inappropriate but downright dangerous. Asking the Town to please stop advertising Provincetown as a Safe Haven during the pandemic.
- **Rachel White** – Heard talk about consideration for reducing the insurance split from 80/20 to 70/30. Would like staff to reconsider because a lot of retirees are on fixed incomes. Would like positions to be reviewed.
- **Douglas Walker** – Wish to express continued support to closing one block of Commercial Street for pedestrian only.
- **Michela Murphy** – There isn't a lot for kids to do in town, wonder if it would be possible to open the playgrounds back up. Would be happy to offer to help clean the facilities.
- **Stephen Hooper** – update on how excited guest are to be able to return to Provincetown. As a business owner, this town will not survive if this town does not reopen.
- **Jay Gurewitsch** – As a business owner, been thrilled, with overwhelming customers who are wearing masks. I require all customers to use hand sanitizers. I think we can and we must find a middle ground, where people can operate a business and do it safety. The plan in the packet refers to reopening bathrooms, I think it is a serious mistake to close them at 8 pm. Please encourage DPW to open longer. The Police budget call for rescinding special event budget. Also asking the BOS to move forward with Indigenous consultant.
- **Pat Miller** – Thank the part-timers being in town. Also thank the 2 dozen business owners who are thanking part-timers. Still upset about the Moderator not appointing a part timer as allowed in the Charter. Asking the Select Board to ignore FINCOM until leadership has been corrected.
- **Bob Sanborn** – thanked for the flexibility in businesses being allowed to reimagine dining by allowing outdoor

dining. Please to observed businesses complying with the additional measures put in place. Many thanks to all for prioritizing safety and economic recovery.

- **Peter Brown** – Recommend to anyone who is hesitating, to go and get medical conditions addressed. Do not postpone getting medical help if you need to see specialists. The care the hospital has taken to prevent the spread of the virus is exceptional.
- **Scott Mobark** – General Manager of West End Salon – everyone who has come into the salon have been completely in compliance. Able to enhance the services they provided to the customer. Thinks everyone is doing a great job. The idea of moving the town backwards is a huge mistake. The Town cannot afford to move backwards.
- **Melissa Fallen** – Part Time resident – we waited a long time to have a voice, and when we were finally given the opportunity to apply, our applicants were denied the opportunity to even participate.
- **Susan Avellar** – In the budget process, the Select Board may be discussing the changes to insurance from 80/20 to 70/30 split. Want to remind the Board that many of the retirees who are on the 80/20 no longer can get a summer job to add to their pension. We bargained in good faith and did not get a raised for three years in exchange.
- **Scott Van Hove** – Here to thank the part time resident taxpayers who pay a huge role in financial stability of the town. 84% of resident property taxes to part time residents taxpayers. Through their rentals, part time residents are the number 1 source of tax source. The moderator and all but one member of the Finance Committee has ignored the director of the Charter. We call on the Select Board members to publicly oppose the actions of the Finance Committee. Urge the Select Board to ignore all suggestions of the Finance Committee.
- **Laura Rood** – Provincetown is facing some sever financial crisis.

2. Select Board Member's Opening Statements

- **Louise Venden** – Thanked the public speakers for attending the meeting, some of the items will be discussed later this evening. Also thanked staff and the Board of Health for helping the Town reopen safety. There are tracking mechanisms in place and changes will be made if there is a need. Hopes there is some way to reopen those playgrounds. Urge people, especially people in public positions to refrain from provocative and disrespectful comments. Thank you to Rick Murray for the valuable contribution to the Boards and Committee he has been on over the years. Encourage people to contact the Town Clerks office for mail in Ballots for the Annual Elections happening on June 30th.
- **John Golden** – Hard act to follow. Agree wholeheartedly with Louise's comment. We have to be very careful on how we present things on Facebook. I know several people who came to this town on a J-1 visa who are now business owners and taxpayers. We are not going to force people to go back inside, we need to make everything as safe as possible. All of us have to keep ourselves safe first and not worry about what others are doing. I do agree the playgrounds should be looked into.
- **Robert Anthony** – Want to re-iterate, if you go with a face covering you can reduce the virus to 60% percent. Just a reminder, wearing a mask does work.
- **Lise King** – Appreciate everyone who calls in and gives us feedback. Appreciated the phone call from a local business owner who offered their condolences for the role the Select Board has been playing. Believes everyone's heart is in the right place. Really appreciates folks who are trying so hard to get it right as it possibly can be. Proud of us a Town. Now it is time to roll up our sleeves to try to deal with the finances of the town. Appreciates everyone's patience and forgiveness for everyone's mistake made along the way. WE are lucky to live here. Mentioned the passing of Alana Hall and Chris Busa, two pillars of the community.
- **David Abramson** – Nice that we finally had some beautiful weather this weekend. Great place to sit and read a book this weekend.

3. Appointments – (Votes may be taken on the following items)

A. Provincetown's Business Representative on the Visitor Services Board: Stephen Hooper

Mr. Hooper spoke about his reason for wishing to represent the PBG on the VSB. He is one of the Co-Owners at the Carpe Diem Guest House. Has been a resident of Provincetown for the last 5 years and a visitor for the last 20 years. Thinks it is important to have someone who is on the PBG Board to represent on the VSB. Believes in teamwork and feels will bring a

different perspective to the Board. Select Board Member Louise Venden asked how Mr. Hooper would be able to contribute.

Move that the Select Board appoint Stephen Hooper as the Provincetown Business Guild's representative on the Visitor Services Board with a term to expire on June 30, 2023.

Motion: David Abramson

Seconded: Lise King

Roll Call Vote

Chair David Abramson: Aye

Vice Chair Robert Anthony: Aye

John Golden: Aye

Lise King: Aye

Louise Venden: Aye

4. 7 PM Public Hearings – (Votes may be taken on the following items):

- A. Economic Development Permit 20-01 – 167 Commercial #1, by Xavier Palmer (owner), to increase the assigned Title 5 flow to the property by 46 gallons per day to convert an existing retail (gallery) space into an employee housing residential one-bedroom unit.**

Assistant Town Manager David Gardner gave a brief explanation of the application request and restriction being placed on the permit. The additional flow to the property was cleared by the Public Works and does not require any additional upgrades. Mr. Palmer presented his application. He wishes to convert the commercial unit to a 1-bedroom residential unit. Select Board Member John Golden does not see how it fits the criteria and questions the benefits the town, the idea behind this is to make employee housing or facilitate housing for their employees. This looks like a complete residential unit, that provides housing for himself. Mr. Gardner reminded the Board that pursuant to the policy, employee is allowed, it is at the discretion for the Select Board to interrupt the policy. The president has been set in the past were this has been allowed. In the same development, unit 7 was previously a commercial unit, and it was converted to a 1-bedroom unit through the EDP process. Vice Chair Anthony asked if there is a deed restriction. Chair Abramson is not in favor of converting first floor commercial units into house. Member King also sees a concern with converting first floor units on Commercial Street into house.

Public Comments

Dougie Freeman – I own the West End Salon for 40 plus years. Everything is going to change on Commercial Street in regard to retail. If there is no deed restriction, they should be allowed to use them anyway they can. I am in favor of this change, anyone who has a store on Commercial Street, who does not have a deed restriction, as this is the new Provincetown.

Select Board Comments

Louise Venden – Unfortunate that we didn't have better staff preparation. We are basing some serious limitation on sewer rights. I think we need to require a staff memo that requires a background.

Move that the Select Board vote to approve Economic Development Permit 20-01 for Xavier Palmer based on findings that the proposed use is consistent with the criteria set forth in Selectmen's Policy 2019-09-23, subject to the attached permit with conditions [as submitted] [as revised].

Motion: David Abramson

Seconded: Lise King

Roll Call Vote

Chair David Abramson: No

Vice Chair Robert Anthony: No

John Golden: No

Lise King: No

Louise Venden: No

5. Joint Meeting/Presentations/Requests – (Votes may be taken on the following items):

A. Joint Meeting the Finance Committee:

- a. 2019 Audit
- b. FY21 Budget - Personnel Reductions
- c. Reopening Town Departments

Roll Call

Mark Hatch

Mark Del Franco

Mark Bjorstrom

Tony Valentino

Kathleen Goodwin

David Panagore

Chip Capelli

Called into session at 7:22 pm

Matt Hunt of CLA presented the auditor's report on the FY2019 Audit. Select Board Member Venden asked about the IT deficiencies. Chair Abramson's biggest concern was the parking department but feels the current changes by staff is taking care of them. FINCOM Member Panagore asked about the health of the Water and Sewer funds. The Select Board and FINCOM thanked Mr. Hunt and Finance Director Young on their great work and keeping things on track.

Town Manger Craver discussed with the Select Board and FINCOM proposed FY21 Budget Reductions – Personnel. Member King asked about reductions to the parking department. Chair Abramson suggest reducing the Select Board stipend. Member Venden complimented the Fire and Police Departments proposed reduction and asked about the 5K for COVID Mitigation. FINCOM Member Del Franco asked what budget the Ambassador program would be paid from.

BOS and FINCOM discussed with staff, the reopening of the town, both expressed extending the hours of the bathrooms now that the season was beginning.

FINCOM adjourned at 9:22 pm

B. Board of Health Update by Chair Steven Katsurinis/Health Director Morgan Clark

Health Director Morgan Clark and BOH Chair Katsurinis gave the board an update on the Health Departments work on preparing for the possibility of having cases considering the amount of testing that was just conducted on the Outer Cape. They also spoke about what the BOH has seen for compliance in the Town from the businesses in Town. Member Lise King thank the Board of Health and Health Director for their work and their letter to the Governor requesting the slowing of the reopening until better conditions are provided for minorities. BOS Chair Katsurinis spoke about the number of different metrics that the BOH is watching to determine if the BOH will need to roll back opening, but that will be based on fact and evidence of what is the best way to respond. Member Venden hopes the town is working with Outer Cape Health and supports whatever staffing level at Outer Cape Health that may be needed. Member Golden asked if the BOH was getting false reports on non-compliance from the public to try and prevent restaurants from opening?

C. June 30th Annual Elections – Town Clerk Philip Gaudet

Town Manager Robin Craver introduced the new Town Clerk Philip Gaudet. Mr. Gaudet summarized the process for the June 30th Annual Election and the changes the Clerk's office has had to prevent the spread of COVID.

D. Discussion to re-start the work to bring the chosen indigenous consultant on board for our Provincetown 400 commemoration, and to have the consultant call in for an introduction to the Board and the community – Requested by Select Board Member Lise King

Town Manager Robin Craver introduced Jennifer Hemmelreich who went over her proposal for the Town of Provincetown. The Board expressed concerns about hiring a consultant while talking about furloughing and saving money. Town Manager Craver offered to contact the Pilgrim Monument and other organizations to find funding to hire Ms. Hemmelreich.

Motion to Adjourn

Motion: John GO

Seconded: Lise King

Roll Call Vote

Chair David Abramson: Aye

Vice Chair Robert Anthony: Aye

John Golden: Aye

Lise King: Aye

Louise Venden: Aye

Without objection the meeting was adjourned at 10:38 pm

Minutes transcribed by Elizabeth Paine

**TOWN OF PROVINCETOWN
GENERAL FUND
PROPOSED FY2021 BUDGET CHANGES**

	GENERAL FUND
FY21 REVENUE BUDGET	31,123,175
Rooms Tax -75%	(543,750) Estimated revenue loss
Meals Tax -75%	(485,362) Estimated revenue loss
Parking Revenue -75%	(1,575,000) Estimated revenue loss
Debt Exclusion Adjustment	(273,424) Due to issuing short term notes instead of long term borrowing
Free Cash to Offset Budget	575,000 This will fluctuate depending on approved decreases
Net Revenue Change	<u>(2,302,536)</u>
FY21 REVENUE BUDGET REVISED	<u>28,820,639</u>
FY21 EXPENDITURE BUDGET	31,090,849
Operating Expenditures	
112 Select Board	(3,250) Contracted services, in state travel, special events
123 Town Manager	5,000 Covid Mitigation
135 Finance	(6,850) Training, software and supplies
141 Assessing	(17,700) Reduce contracted services
161 Town Clerk	(2,100) Reduce training
210 Police	(24,100) See Memo Attached
231 Ambulance	(77,257) LCA contract reduction
250 Community Development	(2,000) Training
251 Building	(1,010) Uniforms and in state travel
295 Harbormaster and Marine Services	(10,285) Contracted services, training, instate travel, uniforms
296 Shellfish	(4,025) Reduce stock purchases
512 Human services	(1,072) Training, supplies, in state travel
541 COA	(2,670) Training, supplies, in state travel
610 Library	(5,904) Community Programming & books
630 Recreation	(6,200) Eliminate field trips in FY2021
710 Debt Service	(213,269) Due to issuing short term notes instead of long term borrowing. This is offset by a decrease in debt exclusion on budget summary tab
910 Benefits and Insurance (Health Ins)	(645,000) Reduce health insurance budget due to CCMHG FY21 rates not increasing and change grandfathered 80-20 to 70-30 effective Jan 1 (6 months \$145,000)
300 Public Schools	(400,000) Move expenditures from general fund to school choice fund
TOTAL OPERATING CHANGES	<u>(1,417,692)</u>
Personnel Expenditures	
123 Select Board Stipends	(10,500) Per SB Chair request for discussion purposes
210 Police	(184,499) See Memo Attached
220 Fire	(66,778) Reduce EMS Coordinator from 40 hours to 19 hours. Eliminate full time Fire Secretary position. Add 19 hour Paramedic position. This would replace two full time benefited positions with two part time non benefited positions.
299 Parking	(102,831) Reduce Booth Attendants due to new software and no cash policy per audit recommendation
255 Housing Specialist Salary (from Program Income)	(30,000) Move expense to special revenue fund from general fund
512 Vacation Relief	(522) Reduce vacation relief at Human Services
541 Vacation Relief	(870) Reduce vacation relief at COA
5 Day Furlough (26 Employees)	(18,723) Salaries below \$50,000 (AFSCME and Non union) or equivalent layoff
10 Day Furlough (62 Employees)	(170,708) Salaries \$50,000 or higher (AFSCME and Non union) or equivalent layoff
COLA (Police/AFSCME/Non union)	(160,000) Eliminate Cost of Living Increases for FY2021 or equivalent layoff
Step Increases (Police/AFSCME/Non union)	(139,432) Eliminate Step Increases for FY2021 or equivalent layoff
TOTAL PERSONNEL CHANGES	<u>(884,863)</u>
TOTAL EXPENDITURE CHANGES	<u>(2,302,555)</u>
FY21 EXPENDITURE BUDGET REVISED	<u>28,788,294</u>
ORIGINAL BUDGETED SURPLUS	32,326
CHANGES	<u>19</u>
REVISED BUDGET SURPLUS	<u>32,345</u>

**TOWN OF PROVINCETOWN
WATER ENTERPRISE FUND
PROPOSED FY2021 BUDGET CHANGES**

	WEF	
FY21 REVENUE BUDGET	2,651,221	
User Charges -25%	<u>(569,363)</u>	Estimated revenue loss
Net Revenue Change	<u>(569,363)</u>	
FY21 REVENUE BUDGET REVISED	<u>2,081,858</u>	
FY21 EXPENDITURE BUDGET	2,610,868	
Operating Expenditures		
FY21 CIP Paid by Retained Earnings	30,000	Customer Self Service Portal Software
BAN Interest	20,000	Due to issuing short term notes instead of long term borrowing.
Debt Service	<u>(152,112)</u>	Due to issuing short term notes instead of long term borrowing.
TOTAL OPERATING CHANGES	<u>(102,112)</u>	
Personnel Expenditures		
5 Day Furlough	-	Salaries below \$50,000 (AFSCME and Non union) or equivalent layoff
10 Day Furlough (9 Employees, 1/3 of DPW Director, Deputy Director and Operations Manager)	(27,561)	Salaries \$50,000 or higher (AFSCME and Non union) or equivalent layoff
Step Increases (AFSCME/Non union)	(9,703)	Eliminate Step Increases for FY2021 or equivalent layoff
COLA (AFSCME/Non union)	-	Budgeted in General Fund; allocated to WEF if approved (\$9,700) Change grandfathered 80-20 to 70-30 effective Jan 1 or equivalent
Health Insurance (8 employees)	(8,390)	layoff
Other Personnel Reductions Needed	<u>(6,000)</u>	TBD
TOTAL PERSONNEL CHANGES	<u>(51,654)</u>	
TOTAL EXPENDITURE CHANGES	<u>(153,766)</u>	
FY21 EXPENDITURE BUDGET REVISED	<u>2,457,102</u>	
ORIGINAL BUDGETED SURPLUS CHANGES	40,353	
	<u>(415,597)</u>	
REVISED BUDGET SURPLUS (DEFICIT)	<u><u>(375,244)</u></u>	Deficit offset by Prior Year's Retained Earnings

**TOWN OF PROVINCETOWN
WASTEWATER ENTERPRISE FUND
PROPOSED FY2021 BUDGET CHANGES**

	WWEF	
FY21 REVENUE BUDGET	4,287,844	
User Charges -25%	(350,575)	Estimated revenue loss
Rooms Tax -75%	(237,000)	Estimated revenue loss
Net Revenue Change	<u>(587,575)</u>	
FY21 REVENUE BUDGET REVISED	<u>3,700,269</u>	
FY21 EXPENDITURE BUDGET	4,187,806	
Operating Expenditures		
TOTAL OPERATING CHANGES	<u>-</u>	
Personnel Expenditures		
5 Day Furlough	-	Salaries below \$50,000 (AFSCME and Non union) or equivalent layoff
10 Day Furlough (1/3 of DPW Director, Deputy Director and Operations Manager and 20% Health Director)	(4,240)	Salaries \$50,000 or higher (AFSCME and Non union) or equivalent layoff
Step Increases (1/3 of DPW Director, Deputy Director and Operations Manager and 20% Health Director)	(2,200)	Eliminate Step Increases for FY2021 or equivalent layoff
Health Insurance	-	No full time employees, budgeted in general fund
COLA	-	Budgeted in General Fund; allocated to WWEF if approved
	<u>(\$2,200)</u>	
TOTAL PERSONNEL CHANGES	<u>(6,439)</u>	
TOTAL EXPENDITURE CHANGES	<u>(6,439)</u>	
FY21 EXPENDITURE BUDGET REVISED	<u>4,181,367</u>	
ORIGINAL BUDGETED SURPLUS	100,038	
CHANGES	<u>(581,135)</u>	
REVISED BUDGET SURPLUS (DEFICIT)	<u>(481,097)</u>	Deficit offset by Prior Year's Retained Earnings

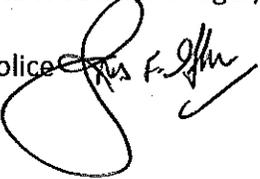
Town of Provincetown

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: Robin L. Craver, Town Manager
CC: Josee Cardinal-Young, Assistant Town Manager/Finance & Administration
FROM: James F. Golden, Chief of Police 
Subject: FY-2021 Police Budget
DATE: 06/10/2020

This document provides highlights of my proposed changes in the FY-21 (210) police budget.

Budget documents are traditionally difficult to read, especially if you are not familiar with the organization of the police department. One reason is that most of us do not work with written budgets every day and thus, are uncertain as to where we should focus our attention. For this reason, the police budget has been consciously organized to provide a "big-picture" overview first, followed by progressively more detailed information.

We have reviewed the budget and have come up with the following possibilities regarding cuts from the proposed budget, if necessary, for your review:

"A" Budget – Personnel

1. Professional/Technical (511002) – We currently have 1 position open as a result of a resignation received during this fiscal year with 2 additional proposed positions slated for FY-21 to provide dedicated law enforcement service to the airport community. This amounts to 3 FTE positions total in our current proposal. As we discussed, it takes basically one-full year from initial recruitment to completion of training and we will need to send any candidate selected to the police academy. It is also looking like the next academy would not be held at the earliest until January 2021. If we deferred hiring until then this would free up the budgeted funds for all three positions for the first half of the fiscal year in the amount of **\$91,773**. The breakdown is \$31,890 for the current opening plus \$59,883 for 2 TSA officers. This an overall reduction of 1.5 FTE in planned staff for this fiscal year.
2. Professional/Technical (511002) – Also, while we wait for staffing to stabilize, we would hold off on promoting the vacant detective for FY2021, there would be an additional **\$4,252** savings from the commensurate appointment stipend.

FTE: Police Employees							
	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Chief of Police	1	1	1	1	1	1	1
Lieutenant	1	1	1	1	1	1	1
Sergeants	4	4	4	4	4	4	4
Police Officers	13	13	13	13	13	13	15
Telecommunicator	5	5	5	5	5	5	5
Administrative Support	2	2	2	2	2	2	2
Animal Control Officer	1	1	1	1	1	1	1
TOTAL:	27	27	27	27	27	27	29

The prospect of furloughing police employees or reducing their hours in anyway is unsettling for many reasons. One of the major management problems that could result from this strategy could be a sudden turnover of public safety personnel. Though we have had some success in retaining our team, we are not immune to the issue of turnover. We still lose employees who choose to transfer to larger departments and who cite personal, finance and high housing costs as factors in their leaving. In fact, we just lost two regular officers last year. Provincetown police officers hold a certification which can be used in any other city or town in Massachusetts, so the skills they possess and the abilities they have make them valuable to other communities. If the Town does not make public safety a priority, and commit to protecting the positions currently being held, we could certainly stand to lose more than that.

Many of our police officers already work extra hours to pay for various personal needs, which include housing. If their income is threatened, it is only reasonable to believe that some could choose to transfer to other departments. As it stands at the time of this memo, there are eight open police officer positions available in other towns right here on Cape Cod. Speaking from my experience, certified patrol officer candidates (like your police officers) are always the preferable option in hiring because transfer officers save a lot of money in training costs. Since cost reductions are of highest priority right now, because of their experience, it would be extremely likely that any of our police officers leaving for another department would be hired.

Finding quality, certified telecommunicator candidates is always problematic for us because there are few options to choose from. Often times, finding telecommunicator candidates is more difficult than finding police officer candidates. The same is likely for other departments. If one of our telecommunicators were to find an opportunity elsewhere that did not have looming financial reductions, they would likely be hired as well.

The problem with losing any of our police employees is that there is a tremendous loss of community knowledge, experience and training to the department. Both police officers and telecommunicators require certifications that take time to earn and then they must receive continuous training to keep those certifications. This is different than in other departments. By losing police employees, the police department must also then undergo a lengthy hiring and training process to replace what was lost, this takes years to regain this community presence. In the current climate, the department cannot afford to hire and train new employees like this.

3. Part Time Personnel (5125001) – We have already, when asked, voluntarily reduced the number of seasonal police employees (summer officers and community service officers) this summer by FIVE (5). The corresponding budget reduction in the amount of **\$56,030** would reflect 5 summer employees pay for the months of July-October 2020. We would need to maintain the remaining budgeted amounts for next summer season specifically for the months of May and June 2021.
4. Part Time Personnel (5125001) – Additionally, we have delayed hiring and reduced by one the number of Community Service Officers performing parking enforcement this summer. As a result, an additional reduction of **\$13,444** could be realized while also keeping the budgeted amount of \$6,326 for next May and June 2021. (same as summer officers)
5. Celebratory Expenses (513175) – Our budget request was for an increase of \$19,000 to cover the Provincetown 400 events, a weekend July 4th and other yet unknown celebratory events. This amount was in addition to the \$20,000 we had in the previous year. We withdraw our request for the additional **\$19,000** and return to FY-20 level.

“B” Budget – Operating Expenses

1. New Recruits (519500) – We requested an increase in this line particularly for the academy reimbursements. Since one of these employees is no longer with our department, we can remove the **\$1,100** increase for this budget request.
2. Celebratory Cost of Services (530500) – We had requested for an additional increase of **\$15,000** for this line to cover planned Provincetown 400 festivities. As these events are currently cancelled, we request that this amount be reduced to FY-20 level of \$20,000.
3. Training (532100) – We requested an increase of this line for FY21 in the amount of \$3,000 based on prior years’ usage. As I have suspended most training until September 2020, I request an additional \$4,000 be reduced from the request which would be a total of **\$7,000**.
4. Support Services (533630) – We has asked for an increase in this line of \$1,000 because we went over last year’s budget amount. We request a reduction of that **\$1,000** to bring this line item back to FY-20 level.

I respectfully offer the following reductions to the police department operating budget.

(A) \$184,499

(B) \$ 24,100

For a proposed reduced police budget amount of **\$208,599**, this sum represents a 6.8% total decrease from our previously approved police plan.

I believe the police budget is an overall business strategy as its reinforced by value statements. By limiting your action and supporting the approval to the majority of the previously submitted public safety plan, I hope will send a strong expression of support for your police department.

Every police employee is essential. We must do everything we can to retain them during these hard times, not only for the overall health of the police department, but for the quality of service that is provided to the Town of Provincetown.

Please let me know what questions you may have.

Town of Provincetown

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



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TO: Robin L. Craver, Town Manager
FROM: James F. Golden, Chief of Police
CC: David P. Gardner, Assistant Town Manager
Josee Cardinal-Young, Assistant Town Manager
Erin C. S. Ellis, Project Administrator
RE: ***Police Department Budget Staff Numbers 2014-2020***
DATE: 04/24/2020

Fiscal Year	Chief	Lieutenant	Sergeants	Officers	ACO	Dispatchers	Admin Asst	Records Clerk	PT Dispatch	Seasonal Officers	CSOs	Matron
2014	1	1	4	13	1	5	1	1	1	9	5	1
2015	1	1	4	13	1	5	1	1	1	6	5	1
2016	1	1	4	13	1	5	1	1	3	7	4	1
2017	1	1	4	13	1	5	1	1	1	7	4	1
2018	1	1	4	13	1	5	1	1	1	7	4	1
2019	1	1	4	13	1	5	1	1	1	7	4	1
2020	1	1	4	13	1	5	1	1	1	8	6	1

As you can see there has been no increase in police staffing going back 6-years. (we only has access to budget reports remotely to 2014).

Extra summer officers for Pier Marine Patrol Program (which was disbanded after 2014)

I am recommending in the strongest terms possible that we retain the plan to hire and train 2 additional police officers to provide dedicated law enforcement service to the airport community. These public safety officers would provide primary service to the Provincetown Airport during our long season commitment and provide a staff cushion to the community off-season. The primary salary costs of \$119,766 based on FY-2020 could be off-set in part by the \$38,920 billed to TSA last year and \$70,000 currently transferred from the Tourism Fund. This means we could gain the services of two fully-trained police officers for \$10,846 plus benefits

Legend:

ACO: Animal Control Officer
CSO: Seasonal Community Service Officers


James F. Golden
Chief of Police

In partnership with the community

**TOWN OF PROVINCETOWN – SELECT BOARD
MEETING MINUTES – EMERGENCY MEETING
JULY 2, 2020, 2 PM
TOWN HALL – JUDGE WELSH ROOM**

Chair Abramson convened the open meeting at 2:00 pm noting the following:

Select Board attending: Chair David Abramson, Vice Chair Robert Anthony, Member John Golden, Lise King and Louise Venden

Excused:

Other attendees: Town Manager Robin Craver, and Secretary to the Select Board Elizabeth Paine

Recorder: Elizabeth Paine

NOTE: THIS IS A REMOTE PARTICIPATION MEETING

The Pursuant to Governor Baker’s March 12, 2020 Order Suspending Certain Provisions of the Open Meeting Law, G.L. c. 30A, §18, and the Governor’s March 15, 2020 Order imposing strict limitation on the number of people that may gather in one place, this meeting of the Provincetown Select Board will be conducted via remote participation to the greatest extent possible.

Select Board Roll Call

Chairman David Abramson: Here

Vice Chair Robert Anthony: Here

John Golden: Here

Lise King: Here

Louise Venden: Here

Board of Health

Chair Steven Katsurinis: Here

Vice Chair Susan Troyan: Here

Kalliope Chute: No response

Janet Whalen: Here

Elise Cozzi: Here

Christopher Hartley: Here

Irv Morgan: No response

Pursuant to M.G.L. c. 30A, s. 20(b), the Select Board and the Board of Health will hold a joint emergency meeting in the Judge Welsh Hearing Room at Town Hall, 260 Commercial Street, Provincetown, MA, Thursday, July 2, 2020 at 2 pm for the purpose of discussing the following items:

1. Discuss the July 1, 2020 Q&A and to give direction to the Town Manager in regards to Public Safety. Topics to include but are not limited to; Staffing, Enforcement and Mask Policy (Votes May Occur)
2. Discuss upcoming July 4th weekend - (Votes May Occur)
3. Discuss changing the authorized hours of alcohol sales for liquor licenses Establishments – (Votes May Occur)

The Chairs have determined that an emergency exists because of public safety concerns and that this circumstance is an unexpected occurrence, which demands immediate action. Votes may be taken.

1. Discuss the July 1, 2020 Q&A and to give direction to the Town Manager in regards to Public Safety. Topics to

include but are not limited to; Staffing, Enforcement and Mask Policy (Votes May Occur)

The Select Board Chair along with the Vice Chair and in consultation with the Board of Health Chair felt this emergency meeting was needed due to public's response.

BOS Chair David Abramson requested staff report on their upcoming preparation for the July 4th weekend. Police Chief Golden explained staffing and the other agencies bringing brought into Town to ensure the public feels safe. Vice Chair Anthony expressed his belief that some of the residents' concerns were not being addressed last night during the call in. Was very upset about the lack of response. Has an issue with comments made by the Police Chief and Town Manager. Member Golden spoke about the lack of interaction happening between the Officers on the street and the public. Member King would like to see a strong communication strategy and a broader mask policy put into place. Health Director Clark spoke about the difficulties in reopening as the Governor's reopening plan does not provide clear guidance and the Board of Health is working with businesses to ensure the safety of staff and customers. BOS Member Venden would like to see the police play a more active role in enforcement. Communication needs to be clear and simple to be easily understood by the general public.

Move that the Police Department initiate a educational plan, enforcement and more visibility of police on the street.

Motion: Robert Anthony

Seconded: Lise King

Roll Call Vote

David Abramson: Aye

Robert Anthony: Aye

John Golden: Aye

Lise King: Aye

Louise Venden: Aye

Member King and Vice Chair Anthony asked that the board discuss expanding the mask mandate, Chair Abramson stated he would put it on the next meeting agenda.

2. Discuss upcoming July 4th weekend – (Votes May Occur)

Discussed under topic one.

3. Discuss changing the authorized hours of alcohol sales for liquor licenses Establishments – (Votes May Occur)

The Select Board and the Board of Health discussed eliminating liquor sales after 10pm .

Move that the Select Board and the Board of Health vote to amend the Joint Emergency Order Dining (Indoor and Outdoor Seating) #14 to: The hours of alcohol sales allowed to businesses with pouring licenses shall be between 8:00 am – 11pm on Monday – Saturday and 10:00 am – 11 pm on Sunday. All the other regulations and permits conditions, including hours of operations, shall remain in effect, and the the service areas shall be subject to inspection by agents of the Board of Health and Licensing Agent to be effective immediately.

Select Board

Roll Call Vote

David Abramson: Aye

Robert Anthony: Aye

John Golden: Aye
Lise King: Aye
Louise Venden: Aye

Board of Health

Roll Call Vote

Chair Steven Katsurinis: Aye
Vice Chair Susan Troyan: Aye
Janet Whalen: Aye
Elise Cozzi: Aye
Christopher Hartley: Aye

Motion to adjourn

Motion: John Golden
Second: Louise Venden

Roll Call Vote

David Abramson: Aye
Robert Anthony: Aye
John Golden: Aye
Lise King: Aye
Louise Venden: Aye

Motion to adjourn

Motion: Steve Katsurinis
Second: Susan Troy

Roll Call vote

Chair Steven Katsurinis: Aye
Vice Chair Susan Troyan: Aye
Janet Whalen: Aye
Elise Cozzi: Aye
Christopher Hartley: Aye

Without objection the meeting was adjourned at 4:19 pm.

Minutes transcribed by: Elizabeth Paine

**TOWN OF PROVINCETOWN – SELECT BOARD
MEETING MINUTES – EXECUTIVE SESSION - OPEN
JULY 9, 2020, 5 PM
VIRTUAL**

Chair Abramson convened the open meeting at 5:00 pm noting the following:

Select Board attending: Chair David Abramson, Vice Chair Robert Anthony, John Golden, Lise King and Louise Venden

Excused:

Other attendees: Secretary to the Select Board Elizabeth Paine

Recorder: Elizabeth Paine

The July 9, 2020, meeting of the Provincetown Select Board is about to be convened. As a precautionary measure to reduce the spread of coronavirus, all Town buildings are closed to the public; therefore, this meeting will be held by remote participation. My name is David Abramson, Chair of the Select Board I will begin by taking a roll call for quorum.

Chair David Abramson: Here

Vice Chair Robert Anthony: Here

John Golden: Here

Lise King: Here

Louise Venden: Here

The Pursuant to Governor Baker’s March 12, 2020 Order Suspending Certain Provisions of the Open Meeting Law, G.L. c. 30A, §18, and the Governor’s March 15, 2020 Order imposing strict limitation on the number of people that may gather in one place, this meeting of the Provincetown Select Board will be conducted via remote participation to the greatest extent possible. Specific information and the general guidelines for remote participation by members of the public and/or parties with a right and/or requirement to attend this meeting can be found on the Provincetown website, at <https://www.provincetown-ma.gov/> For information on how the public may access the open session portion(s) of the meeting, please contact Secretary to the Select Board Elizabeth Paine, at epaine@provincetown-ma.gov .

The Select Board will now vote to go into Executive Session:

MOVE that the Select Board vote to go into Executive Session pursuant to MGL c30A Section 21 (a) Claus 2 for the purpose of:

Executive Session pursuant to G.L. c. 30A, §21(a)(2), To conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct contract negotiations with nonunion personnel – Town Manager

And thereafter, to go into Executive Session pursuant to MGL c30A, Section 21(a) Clause 1 for the purpose of:

Executive Session pursuant to G.L. c. 30A, §21(a)(1), To discuss the reputation, character, physical condition or mental health, rather than professional competence, of an individual, or to discuss the discipline or dismissal of, or complaints or charges brought against, a public officer, employee, staff member or individual

and not to convene in open session thereafter.

Roll Call Vote:

David Abramson: Aye

Robert Anthony: Aye
John Golden: Aye
Lise King: Aye
Louise Venden: Aye

The Select Board entered executive session at 5:05 pm

Without objection the meeting was adjourned at 7:55 pm

Minutes transcribed by: Elizabeth Paine

DRAFT



**Provincetown Select Board
AGENDA ACTION REQUEST
Monday, July 27, 2020**

7

SELECT BOARD CLOSING MATTERS

Closing Statements, Pending Agenda Request Items and Other

Requested by: Select Board

Action Sought: Discussion

Proposed Motion(s)

Three (3) minutes maximum

**Robert Anthony
Lise King
Louise Venden
John Golden
David Abramson**

Additional Information

- Please see attached pending topics list

[\(833\) 579-7589](tel:8335797589) United States (Toll-free)

Conference ID: # [523 886 548](tel:523886548)

Meeting can be viewed on channel 18 or at <http://www.provincetowntv.org/>

Board Action

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

Pending Items List

July 23, 2020

Topic:

Requested by:

When:

1. Legislation Update – Sarah Peake, Julian Cyr
2. Social Services – Housing
3. Sewer Expansion Planning
4. Legal Litigation Update
5. Harbor Hill Update
6. Provincetown Health Care Infrastructure – Needs assessment
7. FY2020 and FY2021 Budget
8. Indigenous memorial

Work Sessions

1. Communication
2. Police Station
3. New Funding Sources
 - a. Marijuana Tax
 - b. Short Term Rental Tax
4. Joint Meeting w/ Truro – Mass Housing Partnership – Outer Cape Housing

RA

Joint Meetings

1. Housing Authority

Upcoming Public Hearing

1. Set speed limit throughout Town at minimum 20 mph
2. Renaming of Bradford Street Extension as Mary Oliver Way