



Board of Selectmen

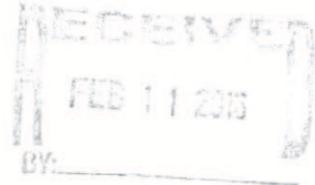
The Wellfleet Board of Selectmen will hold a public meeting on Tuesday, May 3, 2016 at 7:00 p.m. at the Wellfleet Senior Center, 715 Old Kings Highway, Wellfleet, MA 02667. It is anticipated that the meeting will be recorded by the Town. Anyone else desiring to record the meeting may do so only after notifying the chair and may not interfere with the conduct of the meeting in doing so.

- I. Reorganization of the Board of Selectmen**
- II. Business**
 - A. Interview of candidates for appointment as Town Administrator [TA]**
- III. Adjournment**

Paul R. Dauphinais

February 8, 2016

Town Administrator Search
Board of Selectmen
ATTN: Michaela Miteva
300 Main Street
Wellfleet, MA 02667



Dear Hiring Body:

This letter is to express my strong interest in the Town Manager position for Wellfleet, Massachusetts.

I have over 20 years of senior management experience derived from the military, higher education, and state government service. This experience has varied from propulsion plants on navy ships, to being the CEO of colleges, heading a local chamber of commerce, to currently being the director of an independent state agency. My fiscal responsibilities have included developing, executing, and monitoring, operational budgets of over \$100 million, substantial capital budgets, and personnel responsibilities of up to 250 people. During my career I have never run a deficit budget, requested a budget supplement, or curtailed any operation because of budget shortfalls. I hold an MS/MBA from the US Naval Postgraduate School in addition to other academic credentials.

The work of a public college president mirrors that of a town manager in many respects. Both report to and need to earn the trust of an elected or volunteer board; both deal with a wide variety of issues such as infrastructure, the needs of divergent constituencies, being the face of an organization, working with other governmental agencies, buildings, caring for a resident population and providing services, emergency management, participating in economic development activities, and safety to name a few; and both must work cooperatively and transparently with the many competing constituencies they serve. Drafting, collaborating on, and passing a budget are also activities that are parallel between these two environments as is working and negotiating in collective bargaining environment. Finally, many of my experiences have been in tourist destinations such as Wells, ME, McHenry, MD, and Homer, AK.

Collaborative efforts with local communities have been a significant portion of my experience as a college president and a chamber of commerce director, including creating and implementing strategic plans. Those efforts have kept me in close contact with the local and regional economies and elected officials, enabling me to identify areas for potential growth. My current position is one that requires diplomacy, social intelligence, and self-awareness. Heading an agency that has been historically viewed as punitive, uncaring, and, depending on who is asked, nearly always wrong, a certain amount of strategic thinking, diplomacy, and common sense are required qualities.

As a college president and currently the director of an independent state agency that administers laws concerning transparency in campaign finance I have long experience working with a diverse group of sometimes competing constituencies. I have reported to several boards and led a "start-up" college,

establishing that institution, making it visible in the community and managing growth. This experience has enabled me to thrive in a world that requires input and ownership from multiple constituencies and still keep the larger mission of the organization in mind. Heading a membership driven organization such as a chamber of commerce has given me additional experience in working with a variety of constituencies.

My management philosophy is based on planning and collaboration. If there is an agreed upon plan then work can be monitored without being intrusive, mistakes can be prevented through monitoring, staff can attend to their work without fear of unknown expectations, and by having a plan everyone can have the flexibility to take advantage of new opportunities if they arise. Planning is extremely important as it gives everyone a basis to work from, but the plan must be able to adapt to changing circumstances.

Many of the challenges facing a town manager are also very congruent with my experience. My current position is one that administers and enforces state laws regarding transparency and integrity and operates under the state's open meeting act. Moreover, nearly all the actions of a college president are done in an open and collaborative environment. I have led efforts in educating people regarding capital improvement plans and specific projects such as libraries. Importantly, I have also addressed significant problems resulting from long deferred maintenance and dealing with issues via a CIP to help bring longer term operating budgets under control.

Because my professional and educational background is so diverse I am able to think quickly, deal with emergent issues, and understand how a decision in one area can impact operations in other functional areas. I have experience in economic development, successful grant writing, and have successfully worked and been part of negotiating teams in multiple bargaining unit environments.

In addition to all this experience I have also been highly involved in economic development activities. As you will see on my resume I have been a member of several economic development organizations with leadership responsibilities. I have also been the executive director of a chamber of commerce. Much of my experience has been in areas with tourism as a significant part of their economic activity. I am originally from Massachusetts and have some understanding of the complexities of the Cape's economy.

While I have spent a good deal of time in the academic world I have also been a career military officer and worked in the non-profit sector as well as state government. I do not suffer from paralysis by analysis and I seek results apparent to a wide variety of audiences. Because my background is so varied I tend to think broadly and act deliberately. I am an open, forthright manager who walks about and not only talks to people, but actually listens as well.

I believe that I have a great deal to offer Wellfleet and its people. I look forward to discussing this exciting opportunity with you in the future. A list of references and my resume accompany this letter.

Yours truly,

A handwritten signature in black ink, appearing to read 'Paul Dauphinais', with a long horizontal flourish extending to the right.

Paul Dauphinais

 Paul R. Dauphinais

EXECUTIVE EXPERIENCED IN OUTCOMES AND PROCESS ORIENTED ENVIRONMENTS

Executive Director of a state agency charged with administering campaign finance and financial disclosure laws. Experience in legal areas of compliance and reporting. Twenty years of experience in higher education (1989-2009) Three times a college president, twice a chief academic and administrative officer, once a chief student affairs officer. Extensive personnel, fiscal, facilities, and general administrative experience; success with a wide range of legal issues. Recruit staff at all levels as well as specialized staff such as faculty and attorney level positions. Write strategic, assessment, facilities master, and enrollment management plans. Conduct workflow and demographic studies; oversee computer systems conversions, fulfilled institutional research duties. Increased revenue and enrollment through strategic recruitment; never experienced a deficit budget. Cultivate strategic partnerships with private and public entities, raise funds, build community consensus. Significant economic development experience. Twenty-one years of experience as a U.S. Naval Officer (1978-1999)—Engineer on three different ship types; command of reserve units, retired Commander (O-5).

Professional Experience:

Executive Director, Alaska Public Offices Commission, Anchorage, AK 2011-Present: Budget \$1.5million, 14 staff in two geographically dispersed offices

- Decreased time to publish advisory opinions and met statutory time requirements for complaint processing
- Met statutory requirements for complaint processing
- Established new performance measures for the agency; created policy and procedure manual
- Conduct all personnel actions and train staff to work within personnel rules
- Handle all expenditures and accounts payable
- Instituted training program for political candidates and other filers, decreased number of complaints filed
- Developed and implemented time accounting for staff, created and implemented disaster recovery plan
- Decreased staff turnover, provided different venues for staff training
- Implemented electronic reporting system for financial disclosure and campaign finance reports
- Testified before state legislature, worked with media, and conducted state-wide outreach activities

Executive Director, Homer Chamber of Commerce, Homer, AK 2009-2011: Budget \$750,000, 5 FTE staff

- Designed and implemented major revision to financial reporting, had budget surpluses
- Revised staff job descriptions and task allocation for improved productivity and staff job satisfaction
- Conduct all personnel actions
- Worked with Congressional Delegation to have a US Navy ship port call
- Brought organization into compliance with state and federal labor laws
- Revised budget reporting system for greater transparency
- Completed projects that had been idle for several years, wrote RFP's for major services
- Rebuilt relationships with local business and engaged in board education
- Enabled Board training delivered by the Foraker Group

President, Garrett College, McHenry, MD 2006-2009: Budget over \$11 million, 100 faculty and staff, 850 students (record enrollment)

- Increased enrollment 20%, doubled number of resident students, increased revenue 20%
- Created, implemented, and monitored strategic plan with goals; completed accreditation study
- Created, implemented, and monitored branding program and enrollment management plan
- Successfully increased salaries and remedied salary compression issues
- Supervise and conduct all personnel actions
- Received several regional grants to upgrade technology
- Raised funds for athletic complex, two new buildings completed—library and residence hall
- Worked with college foundation to re-prioritize funding activities
- Dealt with conflict of interest issues, adjudicated all student and personnel conflict issues
- Testified before state legislature

College Director, Matanuska-Susitna College, Palmer, AK 2002-2006: Senior campus administrator, Budget approximately \$8 million, 125 faculty and staff, multi-union system, 1750 students (then record enrollment)

- ♦ Created and implemented Continuing Education function
- ♦ Had consistent budget surpluses
- ♦ Wrote and executed successful Fulbright Grant for a visiting artist from Uruguay
- ♦ Created and implemented first institutional strategic plan and marketing/enrollment management plan
- ♦ Investigated and resolved sexual harassment matters concerning staff and students
- ♦ Taught Cultural Geography (classroom), one interdisciplinary course (blended format), graduate Canadian History course (seminar), undergraduate U.S. History (on-line)

President, York County Technical College, Wells, ME 1999-2002: Budget approximately \$4.5 million, 50 faculty and staff, collective bargaining environment, 500 students

- ♦ Second president of this new college, was still in start-up mode
- ♦ Successfully resolved union issues regarding harassment
- ♦ Established two new academic programs, wrote first institutional strategic plan
- ♦ Established several policies and procedures
- ♦ Testified before state legislature
- ♦ Raised funds for new building, headed capital project planning and execution

Interim President, Mid-Plains Community College Area, North Platte, NE 69101, 1998: two college, three campus, multi-union system, \$15.8 million budget

Campus Dean, McCook Community College, McCook, NE 69001, 1997-1999: Chief Academic and Administrative Officer of the college, budget \$2.5 million, 400 students

- ♦ Increased enrollment and retention through creative advertising plan
- ♦ Wrote and executed a successful Fulbright Grant for a visiting musician from the Czech Republic
- ♦ Completed several deferred maintenance projects including building tuck point repair and new lighting
- ♦ Taught U.S. History and Introduction to Geography (classroom)

Vice Provost for Student Affairs, Oklahoma State University-OKC, Oklahoma City, OK, 1995- 1997

- ♦ Wrote institution's first admissions/marketing plan with recruitment goals
- ♦ Created one of the first one stop shops for student services in the United States
- ♦ Successfully dealt with several matters of harassment

Director of Admissions/Financial Aid & Registrar, Oklahoma State University-OKC, 1994-1995

Director of Admissions, Salem-Teikyo University, Salem, WV 26426, 1993-1994

- ♦ Taught New Student Seminar, Organizational Strategy and Decision Making (classroom)

United States Navy, 1978-1999 Billets included: Chief Engineer, USS Conquest (MSO 488); Boilers Officer/MPA, USS Midway (CV 41); Chief Engineer, USS Claude V. Ricketts (DDG 5); Command of Reserve Units. Retired 1999 as a Commander. Deployments to South America, Asia, and Europe.

Training, Conferences, and Other Activities

- ♦ Council on Government Ethics Laws, Nashville, TN, 2011
- ♦ Business Alliance for Local Living Economies, Bellingham, WA, 2010
- ♦ Consultant, Faculty First-Year Blended Experience, Chadron State College (NE), 2008
- ♦ Association of Governing Board's Annual Meeting, Boston, MA 2008
- ♦ Certificate of Completion, "Making the Ask" (fund raising seminar), Washington, DC, 2007
- ♦ Certificate of Completion, Board Succession Planning and Recruitment, Tri County Council (MD), 2007
- ♦ Completed Leadership Allegany (MD), 2007
- ♦ National Tech-Prep Conference, Cincinnati, OH October 2002
- ♦ Sustaining Accountability for the First-Year Student Experience, Asheville, NC June 2001
- ♦ Completed Leadership McCook (NE), 1999
- ♦ Nebraska Community Foundation Fund Raising Seminar, 1998
- ♦ State of Nebraska Governor's Summit on Workforce Development, 1998
- ♦ AACRAO certificates of completion in Academic Policy and Nontraditional Education, 1997
- ♦ American Productivity and Quality Center best practices Electronic Delivery, Student Services Review, 1997
- ♦ Comprehensive review Navy retirement processing system in the Bureau of Naval Personnel (Pers-27), 1994
- ♦ U.S. Naval War College Global War Games, 1990, 1992, 1993

Selected Community and Civic Service

- City of Homer, Economic Development Advisory Commission, 2010-2011
- Board of Directors, Kenai Peninsula Tourism Marketing Council, 2010-2011
- Tri-County Council Board of Directors, 2006-2009, Chair, Education Committee, 2007-2008
- Greater Cumberland Committee, Executive Committee, 2007-2009
- Garrett County Development Corporation, 2006-2009
- Garrett County Chamber of Commerce, 2006-2009, Tourism Study Group, 2008
- American Legion 1999-Present
- Rotary International, 1997-2014 (president of Grantsville, MD Rotary Club)
- Regional Advisory Council, Alaska Workforce Investment Board, 2005-2006
- Board of Directors, United Way of Matanuska-Susitna, 2004-2006
- Board of Directors, Matanuska-Susitna Borough Historical Preservation Commission, 2003
- Wasilla, AK Chamber of Commerce, 2002-2006, Workforce Development Committee, 2003-2004
- Wells, ME, Community Policing Advisory Board, 2001
- Board of Directors, Sanford, ME Chamber of Commerce, 2001
- Board of Directors, York County (Economic) Development Corporation, 1999-2001, Vice Chair, 1999-2000, Chair, 2000-2001, Membership Development Committee, 2001
- Board of Directors, Kennebunk-Kennebunkport Chamber of Commerce, 1999-2001, Legislative Committee, 1999-2001
- Board of Directors, McCook Economic Development Corporation, 1998-1999

Formal Education

- Ph.D. History, University of Maine, Orono, ME, 1991
- MBA, Information Systems, U.S. Naval Postgraduate School, Monterey, CA, 1984
- B.A. English, Bridgewater State College, Bridgewater, MA, 1977

Computer Skills

Outlook, Microsoft Office Suite, QuickBooks, and a variety of specific programs with various organizations

1. What will you do in the first 30, 60 and 90 days on the job? How some of these proceed in the first 30 days will inevitably change or even cancel those listed later.

30 days— Attend at least one of every local committee meetings even if not required
--Meet people
Review current budget and proposed budget
Spend at least 1 hour each day reading the town charter and ordinances
--Become familiar with them
Have extended meeting with each department head/direct report
--Any issues pending?
--Expectations, budget, personnel
Meet with city attorney—Any issues pending?
Meet with Chamber of Commerce Director
Read past CIPs and become very familiar with the current CIP
Find a place to live (search started upon signing contract)
Tour town including harbor/marina, beaches, and schools
Try to have a cup of coffee with each town council member
--Expectations, pet peeves, items of interest for each
Set up regular schedule of staff meetings

60 days— Attend any committee meetings I missed in the first 30 days
Make connections with other cape city/town administrators
--Any common issues?
--Any opportunities to cooperate?
Make connection with county administrator
Meet with local state senator and representative(s) if possible
Continue spending 1 hour a day reading the town charter and ordinances
--Become familiar with them
Review and begin next budget formation process
Join local Rotary
Join local American Legion post
Find a gym/YMCA so I can exercise
Try to meet all full time town employees by the end of sixty days

90 days-- Attend other area Rotary Clubs (I know most are 7:00 AM meetings)
Become better acquainted with County administration structure
Try to have a cup of coffee with each committee chair by end of 90 days
By now I should have read town charter/code multiple times
By this time I should have reviewed the CIP multiple times
and visited sites
Go to at least 3 Chamber of Commerce meetings/events
Investigate if any companies have sought to move to Wellfleet
--If they tried and didn't come find out why
Find out what the town council willing to do to bring in new businesses?
Learn the various local "do's and don'ts"

2. Wellfleet faces the problem of a largely seasonal economy with difficulty finding year round jobs and affordable housing. What actions would you propose to the Board of Selectmen to approach this set of issues?

Wellfleet has several aspects that many entrepreneurs would find very attractive; small town feel, environmental consciousness, proximity to a variety of recreational opportunities, and great weather. Moreover, the local unemployment rate is twice to three times the state average.¹ At the same time there are difficulties in seeking to attract year round jobs to Wellfleet. The town is in the midst of the Cape Cod National Seashore making development difficult. Issues about affordable housing, even temporary, are a concern. Real estate listings show that housing, although expensive, is moving; but year-round rentals are limited. What are the qualifications of the local workforce? As in many towns there are those who wish to keep things as they are and those who want economic development. It will be difficult to keep these two "groups" satisfied.

There are two recommendations I would make:

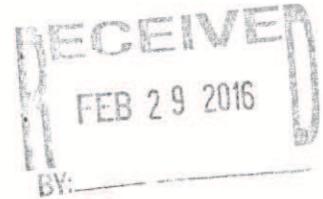
- 1) If not already completed an honest inventory of town assets should be completed concerning the resources available to recruit new businesses. What are people willing to do or not do, are there any preferred types of businesses or any not preferred, etc.? What are the qualifications of the local work force and are they adequate? Is the town able to respond to any regional needs that would provide employment? What type of grant money is available? Will current infrastructure support any sizeable growth? Potential for new revenue streams? The 2008 Updated Comprehensive Plan provides a starting point, but is somewhat dated. This needs to be done with town council, chamber of commerce, and the town as a whole. This could take some time to complete, but provide a better idea of possibilities, or provide a foundation for other actions needed to be completed before moving forward.
- 2) While the above recommendation, if approved, is occurring I would target small entrepreneurs in activities that could fit into the region--clean, small, sustainable, creative endeavors that need a bit of help starting up. Look at small IT related companies, commercial graphic artists, independent CAD operators, small publishers or consultants, a boat repair facility or other marine activity, advertising/PR companies, or existing companies that may desire to expand to Wellfleet and provide a regional service;
 - a) Consider using an underutilized city building to create a small business incubator. If no such building exists, explore the purchase and modification of a building to become a small business incubator. Rent and potential other issues to be discussed;
 - b) In high rent areas some employers are providing subsidized rent for employees. Consider if Wellfleet could provide some level of partial rent subsidy to employers seeking to locate in the town based on the number of Wellfleet residents they hire and retain for at least one year. This assumes the local workforce is well qualified;
 - c) Explore the ability to utilize space and /or buildings in the Highland Center to use as an incubator site for Wellfleet businesses.

¹ <http://www.homefacts.com/unemployment/Massachusetts/Barnstable-County/Wellfleet.html> ;
<http://unemployment-rates.careertrends.com/l/5979/Wellfleet-MA> .

Daniel R. Hoort

February 25, 2016

Town Administrator Search
Board of Selectmen
Attn: Michaela Miteva
300 Main Street
Wellfleet, MA 02667



Dear Board of Selectmen,

Enclosed please find my resume in consideration for the position of Town Administrator with the Town of Wellfleet. My work in municipal government is not only a job, it's a passion and I'm eager to put my dedication and passion to work for the Town of Wellfleet as your Town Administrator.

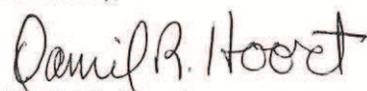
As the current Director of Municipal Finance for the Town of Provincetown I bring a level of financial expertise to the Town of Wellfleet, but my work has always been more than just finances. I feel an obligation to the residents served by town government to ensure that government meets and hopefully exceeds their needs and does so in the most efficient manner possible. My initiatives in Provincetown include the creation of an Economic Development Committee in Provincetown and serving as the business manager for the Town's Parking Department to ensure we maximize our revenues while meeting the needs of our residents and our visitors. I'm currently working on a long-term strategic plan for the department.

My financial accomplishments in Provincetown include setting up a capital improvement program and initiating a long term financial forecast. I am in the process of completing a financial policy manual for the Town, the highlight of which is the integration of the long term financial forecast and the capital improvement program into the budget process. I am a strong proponent of strategic and financial planning and would bring that expertise to the Town of Wellfleet.

Over the years I've developed strong communication skills, both written and oral. I'm comfortable speaking to four hundred people at town meeting and speaking to Town residents one on one. I am well respected by our staff because I believe we are all part of an integrated team. I take the time to work with any member of our team to enable them to make educated, informed decisions. Their success as part of the team is part of my success and ultimately the Town's success.

I look forward to hearing from you and would be excited to be considered for the position of Town Administrator.

Sincerely,


Daniel R. Hoort

Daniel R. Hoort

EXPERIENCE

Director of Municipal Finance

May 2010 to present

Town Of Provincetown, Provincetown, MA

- Supervise Assessor's Office, Treasurer & Collector's Office and Payroll and Benefits Administration
- Created 10 year financial forecast and Capital Improvement Program
- Initiated creation of Economic Development Committee
- Restructured the Finance Department to enhance efficiency
- Currently planning the restructuring of two departments to enhance efficiency and reduce costs
- Creating strategic plan for Parking Department
- Involved in setting town meeting warrant, writing motions and scripts for Board of Selectmen

Owner

February, 2005 to May, 2010

The Somerset House Inn Bed and Breakfast, Provincetown, MA

- Increased gross revenues by 58% through innovative marketing plan
- Set up structure for all accounting functions
- Created and maintained for ten years the Celebrate Provincetown web site and restaurant guide for all businesses in Provincetown

Director of Finance and Administration

July, 1994 to February 2005

The American Massage Therapy Association, Evanston, IL

- Managed all financial and administrative functions for \$13,000,000, 50,000 member non-profit organization
- Re-structured Board of Director financial presentations to enhance understanding
- Provided oral and written financial presentation to Board of Directors and general public
- Involved in creation of strategic plan with measurable goals and outcomes

Other work experience includes accounting for restaurants, hotels and television. I have strong experience in strategic plan development, human resources and business management. Additional details are available upon request.

EDUCATION and CERTIFICATION

Accounting Degree, June 1977

Michigan State University

Certified Public Accountant – 1992

(Passed all parts on first sitting)

OTHER ACTIVITIES

- Current President, Cape and Islands Town Accountants Association
- Member, Provincetown Chamber of Commerce
(Received 2009 special recognition award for service to community)
- Member, Provincetown Business Guild
(Winner of 2010 'Never Says No' award)
- Former Member, Provincetown Finance Committee
- Former Member, Provincetown Economic Development Steering Committee

Daniel R. Hoort

1. What will you do in the first 30, 60 and 90 days on the job?

The first thirty days will involve meetings and listening. I need to listen to the Board of Selectmen, Town volunteers, Town residents, the Wellfleet business community and our staff. When possible I would like to have a series of open forums or summit meetings where various segments of the community participate in a dialogue about the issues and what's important to the Wellfleet community. Whether the Board of Selectmen devote part or all of a meeting to visioning or I meet with them individually is up to them. Each meeting is likely to be different depending on the group involved. With residents it may be a series of Town Administrator open houses where I make myself available to listen. With the business community I would prefer a business summit where I listen to their input and ask questions.

In the first thirty days I would take a complete tour of the Town's facilities. I need to see the police station and the issues that are driving the renovation or replacement of the building. Tours of the elementary school, the fire station, the DPW facilities, the library and the Marina are all high on the list. As a Town we have a number of expensive projects coming up in the future and I need to be aware of what is driving each of those projects. If selected as Wellfleet's next Town Administrator I would hope to take a number of tours prior to my first official day in office.

Within the first sixty days if the Board of Selectmen agree it is a valuable tool I plan to work with staff to create the framework of a five year financial forecast. I read a statement that the budget is a statement of the community and its vision, I couldn't agree more with that statement. In my review of the Board of Selectmen and Finance Committee minutes I did not find a reference to a long-term budget forecast. A five year financial forecast would be a vital tool for me to help the Board plan for the future. Finances are an important component of any planning and a five year financial forecast will provide information to the Selectmen when they are creating their goals and vision for the future.

Within the first ninety days I plan to attend at least one meeting of every board and committee in town, not only to introduce myself, but to educate myself on their work. Also within those first ninety days I will ask each department head to provide the goals for themselves and their departments for the year. Their goals should align with the Board of Selectmen's goals. In reviewing the department goals with the Board of Selectmen it will ensure that staff is working on what is important to the Board.

The first ninety days brings us to the end of September. That means we are starting to think again about budgets. I just recently revamped the budget process and forms for Provincetown. I would request input from the Board of Selectmen as to how they feel about the process in Wellfleet. Does our budget process provide them with all the information they need to make decisions? What can staff do, if anything, to improve the process for them?

As Town Administrator one of my roles is to help the Board of Selectmen achieve their goals and vision for the Town of Wellfleet. I look forward to that challenge.

2. Wellfleet faces the problem of a largely seasonal economy with difficulty finding year round jobs and affordable housing. What actions would you propose to the Board of Selectmen to approach this set of issues?

I led the move to create an Economic Development Committee in Provincetown. Much of the concept was taken from the Wellfleet Citizens Economic Development Committee. I brought the concept forward to the Board of Selectmen and requested it be added to the town meeting warrant and spoke as a proponent at town meeting. Although it is not normally part of the Finance Department in a town I have served as the staff liaison to the committee because I feel it's such a vital component of the future.

Economic development is likely to have many different components. In Provincetown the Economic Development Committee is looking to streamline the regulatory process to encourage the creation of new business development. It has worked with the Community Development Partnership to bring training classes to the business community to help them thrive and grow. It is working on a 'How to Start Your Own Business' guide for Provincetown.

I will bring that same passion for economic development to Wellfleet. Each community is different, yet we share many of the same issues. I looked for an off-season guide to Wellfleet and was unable to find one. If we are serious about expanding our economy, much of which is currently tourism related, we need to make it as easy as possible for people who want to come to Wellfleet.

I read a blog post for a visitor who was looking to visit Wellfleet in September and was looking for lunch, the post eventually told them other communities where they could go for lunch. As Town Administrator I never want to read that dialogue. I would suggest to the Board of Selectmen that at a minimum we should have a guide to Wellfleet in the off season. I would bring additional recommendations forward to the Board of Selectmen as to how to expand our seasonal economy.

There is an expense to everything. I've found the best way to fund a new initiative is to find a new revenue source and dedicate that revenue to a new initiative. My first suggestion to the Board of Selectmen would be to request voters approve the additional two percent room occupancy tax and that all funds derived from that additional tax be dedicated to tourism and economic development. This increase in the room occupancy tax would generate approximately \$125,000 in annual revenue in Wellfleet for tourism and economic development. Should the Board of Selectmen agree this a viable option as Town Administrator I would prepare a concept plan as to how the funds might be expended.

Affordable and community housing is an issue for all of us on Cape Cod. I wrote a housing plan for Provincetown and many of those same concepts could apply in Wellfleet. One option I would suggest to the Board of Selectmen is that the Town work to create a separate housing market for year-round and work force housing. The Town might partner with private enterprise to create and protect year-round housing. The goal would be to keep ownership of the housing in the private sector with deed restrictions placed on year-round and work force housing. It isn't an easy objective, but having read how the community of Aspen, Colorado achieved this objective I believe it may be possible in Wellfleet.

I spend a great deal of time researching issues and looking for solutions that other communities are utilizing. I'm an 'ideas' person. I will readily admit that many of the ideas are not my own, but are ideas that have come from other communities who have faced the same issues that we face in Wellfleet. I look forward to bringing additional ideas forward to the Board of Selectmen.