



Wellfleet Selectboard

Note: Start Time of 6pm

The Wellfleet Selectboard will hold a public meeting on **Tuesday, February 25, 2020, at 6:00 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. Announcements, Open Session and Public Comments

Note: Public comments must be brief. The Board will not deliberate or vote on any matter raised solely during Announcements & Public Comments.

II. Public Hearings

A. Review of All Town Fees [continued from January 28, 2020 meeting]

B. Two-day beer and wine license for Wellfleet SPAT on October 17 & 18, 2020.

III. Discussion of Search Firm for Town Administrator

IV. Board/Committee and Other Appointments

A. Approval of employment contract for Police Lieutenant [Chief Hurley]

B. Appointment of Special Police Officer – Alex Flaxman [Chief Hurley]

C. Planning Board (alternate) – Olga Kahn

D. Appointment of Jennifer Congel as Town Clerk and approval of contract [Town Administrator]

V. Use of Town Property

A. Town-wide, October 17 & 18, 2020 – SPAT

B. Mayo Beach, May-October 2020 – John Kondratowicz

C. Baker Field, August 17-21, 2020 – Mo Abarak/Challenger Sports

D. Town Hall Driveway, May 23, 2020 – Karen Kaminski/Wellfleet Gardeners

E. Grass Strip at Mayo Beach, Thursdays, July & August – Dierdre Orenger/Wellfleet Artist Market

F. Town Hall, May 25, 2020 – Lewis Anujar/American Legion

VI. Licenses

A. Common Victualer: Bookstore & Restaurant, Bob's Sub & Cone, JB's Pizza Bar & Grill

B. Weekly Entertainment: Bookstore & Restaurant, The Wicked Oyster

C. Automatic Amusement: Bob's Sub & Cone

VII. Business

A. Presentation by Parking Task Force

B. Spring Tax Bill Insert [DPW]

C. New Selectboard Policy – Local Access Television

D. Discussion of Meeting Start Time [Chair]

VIII. Selectboard Reports

IX. Town Administrator's Report

X. Topics for Future Discussion

XI. Correspondence and Vacancy Reports

XII. Minutes

A. February 11, 2020

XIII. Adjournment



BOARD OF SELECTMEN

AGENDA ACTION REQUEST
Meeting Date: February 25, 2020

II

PUBLIC HEARING(S) – A

REQUESTED BY:	Principal Clerk
DESIRED ACTION:	Review of All Town Fees – Continued from January 28, 2019
PROPOSED MOTION:	I move to approve all Town fees as they currently stand.
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____

Courtney Butler

From: William Sullivan
Sent: Wednesday, February 19, 2020 8:25 AM
To: Courtney Butler
Subject: RE: Harbor Fees

No problem Courtney. The only fees Mike and I had changed this year was already voted on by the Board.

Thank you,

William Sullivan

Assistant Harbormaster

255 Commercial Street, Town Pier

Wellfleet, MA 02667

(774) 722-5076 (Cell)

(508) 349-0320 (Harbor)

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----- Original message -----

From: Courtney Butler <Courtney.Butler@wellfleet-ma.gov>
Date: 2/18/20 3:44 PM (GMT-05:00)
To: Michael Flanagan <Michael.Flanagan@wellfleet-ma.gov>
Cc: William Sullivan <William.Sullivan@wellfleet-ma.gov>
Subject: RE: Harbor Fees

Hi – can I just have an email reply confirmation to provide the Board so they know there are no more Harbor fees to be voted on?

Thank you!

Courtney Butler

Courtney Butler

From: Dan Hoort
Sent: Thursday, February 13, 2020 9:10 AM
To: Courtney Butler
Subject: FW: Fees

Please include this in the agenda packet for 02/25/2020 BOS meeting

From: Hillary Lemos <Hillary.Lemos@wellfleet-ma.gov>
Sent: Thursday, February 13, 2020 8:34 AM
To: Dan Hoort <Dan.Hoort@wellfleet-ma.gov>
Subject: Fees

Hi Dan:

The BOH reviewed their fees last night and will make one very minor modification to the Special Fees of the Transfer Station. The amount of money is staying the same, but there will be a limit on the size of carpet accepted. After reviewing the fees in most of the outer cape towns it appears as though our fees are still relevant and in line with our neighbors.

Thank you,
Hillary

Shellfish Advisory Board Meeting
Wednesday December 9, 2019
6:00 p.m. Library

Dave Seitler called the meeting to order at 6:05 p.m.

Attended: Dave Seitler, John Duane, Zack Dixon, Tom Siggia, Jacob Puffer, Chip Benton, Rebecca Taylor

Regrets:

Others in attendance: Nancy Civetta, Benjamin Hughes, Cassandra Healy, Helen M. Wilson, Stephen Pickard, Alfred Pickard, Jason Weisman, Lydia Vivante, Mia Baumgarten(video)

Agenda:

1. Approval of minutes

Jake Puffer made a motion to approve minutes from October 9 and November 20, 2019. Dave Seitler seconded, motion passed 6-0.

2. Shellfish Dept. update

Nancy Civetta gave highlights from the September report. The report is available on the WSD website page; <https://www.wellfleet-ma.gov/shellfish-department>

In addition, Nancy reported that Bay Scallop season is going well and a small area behind Mooney building was closed because it did not pass water quality test.

3. Discussion and Vote on Shellfish Dept. FY21 Budget

Nancy C. presented her request for an additional full time personnel (attachment 1).

Members of the board asked about:

-the role of the new employee? Nancy - varied, but we need someone to be dedicated to inspecting the grants

-could more time be devoted to grant inspections in November? Nancy - tides are difficult

-are all wild areas patrolled every day? Nancy - Yes, it is mandated.

-would violations written up create less need for an additional deputy?
Nancy - writing violations takes a lot of documentation
-what is WSD looking for in this employee? Nancy - Office and field skills and some experience in the field of aquaculture and/or fishing.
-Jake Puffer commented that there is resistance from the community to spending more money when things are going well. Especially with new grant fee and overwintering rack fee.
-John Duane - has there been a comparison to other towns Shellfish Depts.?

Jason Weisman - the propagation program has spread the department thin.

-John Duane - what is the WSD history of staff increases. Nancy - it hasn't expanded in about 20 years

Helen Wilson added that she supports the hiring of a new Deputy Constable.

-Tom Siggia - with the increase in production we need an increase in the WSD

-Rebecca asked if \$50k per year is a reasonable salary to live in Wellfleet.
Nancy - I was advised yes.

-Zack asked if the propagation fund can be used for any part of Johnny's salary. Nancy said that some other towns do that, but our fund is small right now.

John D. made a motion to table this topic until next meeting to get feedback from community. Dave S. seconded. Passed, 7-0.

4. Discussion and vote on Shellfish Permit Fee Increase

Discussion:

wait for propagation to get up to speed to raise the fee

Dave S. made a motion to support not raising the Shellfish Permit Fee. John Duane seconded. Passed 7-0.

5. Discussion and vote on Initiating a Grant Service Fee

Nancy

- grant fees bring in \$12k in revenue.

- WSD has heard that more inspection and enforcement is wanted.

- more vibrio patrol is needed. Rebecca asked if we are doing a good job with vibrio. Nancy said yes.
- Rebecca said that she doesn't pay a fee to the Police Dept why should she pay a fee to WSD? Nancy agreed, but made the point that the \$ coming into WSD from grants is very low. This is a way to make the contribution larger.
- Jake asked how much? Nancy is thinking \$100 per farm, not per acre.
- Nancy - Mattapoisset and Farihaven have gotten dispensation from the state to increase the fee.
- Dave - people I talk to are not in favor of this. Are you saying that grant holders are being asked to pay for WSD time?
- Stephen Pickard - how many lease holders have commercial licenses. Nancy - 134 lease holders and not sure how many have commercial. Stephen and Dave - town is losing revenue because of loss of commercial permit fees. CLARIFY.
- Alfred - on vibrio, why doesn't town require ice on all grants. I agree that we are not paying a lot for the grants.
- Dave - I like the idea of grant holders be required to buy a commercial permit, but what about those who don't want to use the commercial fishery
- Jake - not a good idea. Rent is cheap but aquaculture is risky

Jake Puffer made a motion to not support a grant service fee. 5-0, with 2 abstaining.

6. Plastics Project Update

Dept of Aquaculture in Florida offered some of their eco friendly clam netting Joseph James from ATP-MD is interested in producing bio plastic aquaculture gear.

Jake volunteered to reach out to these two and start the conversation.

John Duane - come up with three or so items that we are interested in having made.

Nancy - how about a literature review so that we chase good leads. Find someone who has time to do this. Who would this be?

Lydia Vivante - send samples of what you are currently using.



BOARD OF SELECTMEN

AGENDA ACTION REQUEST
Meeting Date: February 25, 2020

II

PUBLIC HEARINGS – B

REQUESTED BY:	Principal Clerk
DESIRED ACTION:	Two-day beer and wine license for Wellfleet SPAT on October 17 & 18, 2020.
PROPOSED MOTION:	I move to approve a two-day beer and wine license for Wellfleet SPAT in a secure and contained area located in the Town Hall parking lot on October 17 & 18, 2020 from 10 am to 5 pm each day, with a condition that alcohol will not be served after 4:30pm and alcohol will not be drunk after 5pm..
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____

TOWN OF WELLFLEET
APPLICATION FOR SPECIAL EVENT LIQUOR LICENSE

1. Applicant Wellfleet SPAT Affiliation Wellfleet OysterFest
Shellfish Promotion and Tasting, Inc.

Address P.O. Box 2156, Wellfleet, MA, 02667 Telephone 508.349.3499

2. Type of License All Alcohol (\$150.00/day) _____ Beer and Wine (\$100.00/day) X

3. Type of Activity Being Conducted Wellfleet OysterFest to be held on October 17 & 18, 2020. This two day public street festival benefits the local community and promotes Wellfleet Shellfishing and Aquaculture, the town's primary industry.

4. Date October 17 & 18, 2020 Hours of Service 10am -5pm each day

5. Description of Premises: Beer and wine will be served and consumed in secure and contained areas located in the Town Hall parking lot and Preservation Hall parking lot

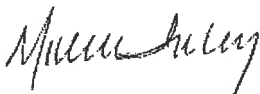
6. Name, Address, Telephone of Designated Manager (persons responsible for activity)

Nancy O'Connell, SPAT Board President, P.O. Box 2156, Wellfleet, MA, 02667

Michele Insley, SPAT Executive Director, P.O. Box 2156, Wellfleet, MA, 02667

7. If activity involves food service, please describe fully (i.e. raw shellfish, heated casseroles, bakery goods, etc.)

The OysterFest will include only ServSafe food purveyors which includes restaurateurs, local shellfisherman offering raw bars and a variety of independent food cart vendors.



Applicant's signature

Fee: 200.00

Processing Fee: \$50.00

Police Department

M. Hume

Comments/Conditions

*Police details 95
determined by Police
Chief*

Building Department

Comments/Conditions

[Signature]

02.18.20

Fire Department

R. M. M.

Comments/Conditions

*O/C
2.18.2020*

Health Department

D. J. 2/19/2020

Comments/Conditions

*FOOD VENDORS NEED TEMP
FOOD SERVICE PERMITS*

DPW Department

[Signature]

Comments/Conditions

2/19/20

Town Administrator

Daniel R. Heort

Comments/Conditions

Other

Shellfish

Comments/Conditions

Permits

Other

Comments/Conditions

Date Received

Fee

Date Issued



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 25, 2020

III

DISCUSSION OF TOWN ADMINISTRATOR SEARCH

REQUESTED BY:	Chair
DESIRED ACTION:	Discussion of search firm for Town Administrator Search
PROPOSED MOTION:	
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____

February 11, 2020

Chairman Janet Reinhart
Board of Selectmen's Office
Town Hall
300 Main Street
Wellfleet, MA02667

Dear Chairman Reinhart

We are pleased to submit a proposal to assist the Wellfleet Selectboard and its Screening Committee in the recruitment of a Town Administrator.

Enclosed is our "Approach to Recruitment" describing in detail how Groux-White Consulting conducts recruitments. We are also enclosing a partial list of towns where we have conducted similar recruitments.

The team that will be assigned to this recruitment will be Thomas J. Groux, of Chatham, MA and Richard J. White of Lexington, MA. Resumes of both Mr. Groux and Mr. White are enclosed. This team has extensive experience in municipal administration. GrouxWhite Consulting was established in 1999 and has conducted numerous, successful Town Manager/Administrator recruitments.

The enclosed "draft" timetable assumes an 18-week recruitment and selection process. This schedule would be adjusted after review with the Selectboard.

An important part of our proposal is an assurance to repeat the recruitment, at no fee to the town, in the event that an individual, who has been recommended by Groux-White Consulting and appointed by the Selectboard, fails for whatever reason, to remain in the position for eighteen (18) months.

Our recruitment process is unique in that we spend a considerable amount of time with our client and others identified defining the necessary skills, experience, temperament and style needed for the candidate to be successful. Both Tom and Rick have had success managing communities on Cape Cod and have great appreciation for the Cape Cod governance culture and the special skills and attributes a candidate needs to possess in order to be successful. Effective recruitment is as much an art as it a science.

Our rolodex is substantial. However, more importantly, effective recruitment is about relationships, trust and shared experience. We have had extensive and successful careers

as Town Managers, have held leadership positions in the profession statewide as officers of the Massachusetts Municipal Association, the Massachusetts Municipal Management Association, the American Society for Public Administration and the International City/County Management Association and have developed, trained and mentored hundreds of municipal management professionals currently employed in the field.

As former public managers, we have experienced the recruitment process personally as candidates and believe that our commitment to the appointing authority and the candidates is unique and more comprehensive than other firms.

Thank you for inviting us to submit this proposal. We look forward to meeting with you to review this proposal and answer any questions. We will make ourselves available to meet with you on Tuesday, February 25th, 2020 if requested.

Sincerely,

Thomas J. Groux
Richard J. White

APPROACH TO RECRUITMENT

TOWN ADMINISTRATOR

February 11, 2020

Explained below is a description of how Groux-White Consulting will approach the recruitment of the Town Administrator for the Town of Wellfleet, Massachusetts and a description of the services to be performed. Please note that this approach assumes the Wellfleet Selectboard will use a Screening Committee to assist the Board and that we would work closely with the Screening Committee as well as with the Board itself.

1. Consultation with the Wellfleet Selectboard and Screening Committee (Plan for Search):

It is most important to have a clear understanding from the Wellfleet Selectboard on the experience and personal attributes the Board believes the next Town Administrator should possess. We like to meet with Selectmen at the very beginning to obtain their collective and individual views on this matter. The consultants, with their extensive experience as Town Administrators and 15 plus years recruiting Managers and Administrators across Massachusetts, will be able to provide valuable advice to the Board in this regard. It is important to develop the plan for the search working with the Screening Committee.

It is also important to have the views of Department Heads and key town officials. The next Town Administrator will be working daily with many of these individuals. Therefore, input from such sources is important. This input is usually obtained by the consultant meeting with Department Heads and staff. Most towns usually assist us to gather these views by having the Selectmen's Office staff coordinate such meetings.

2. Screening Committee

Groux-White Consulting has extensive experience working very successfully with citizen Screening Committees in such towns as Easton, Belmont, Shirley, Littleton, Charlton, Duxbury, Wellfleet, Yarmouth, Wellfleet, Lexington, Framingham, Westford, Hingham, Hamilton, and Foxborough to name a few.

Groux-White Consulting generally attends all meetings of the Screening Committee and has found that such committees are most important to a successful recruitment and selection of a chief administrative officer.

3. Job Description and Professional Qualifications

The Town Bylaws Article 2, Paragraph 2.8 contains some of this information. However, many features and challenges of the job that simply are not spelled out in the Charter. The position, role and authority have historically been established by practice or direction of the Selectboard. It is important that we are able to get some direction from the Board as to The Town Administrator's expected role and authority prior to recruitment. The consultant will be sure to identify these functions with assistance and direction from the Board because it is important for the next Town Administrator have a clear understanding of the expectations of the Selectmen.

4. Salary Range and Benefits

The salary range and benefit package need to be addressed at the outset of the recruitment. The consultant will advise the Board on standard industry expectations in this regard. However, the Selectboard must decide what parameters it wants to establish. The specifics on a compensation and benefit package should be confidential since they will be a part of negotiations with the final candidate. But it is important for the Selectboard to advise the consultant as to what these parameters are so that the consultant is properly guided as they conduct the recruitment.

5. Recruiting Brochure and Outreach

An important part of a full recruitment effort should include a formal profile of the Town and the position, normally set forth in a recruiting brochure, as well as an outreach effort by the consultant to prospective candidates. Copies of brochures this consultant has used in other communities are enclosed.

As the samples show, the profile describes the Town and the Town government's organizational structure. The profile will also describe the responsibilities of the new Town Administrator (based on the Charter); it will describe the management style, experience, etc. desired by the Selectboard; and it will identify the current issues that the new Town Administrator will be expected to deal with during his or her initial year of service.

The profile serves several other purposes. We send the profile to prospective candidates to introduce and attract them to the position and acquaint them with the Town of Wellfleet. We also send it to any individuals who apply on their own. The profile helps community leaders clarify their understanding of the nature and scope of responsibilities

of the position they are planning to fill. The profile is also placed on the Town's official website. We have found that the profile is a valuable recruiting tool.

6. Advertisements and Pro-Active Solicitation of Candidates

Groux-White Consulting will prepare the necessary advertisements and recommend the most effective places to advertise. However, the most important role the consultant can perform is to conduct a targeted outreach effort to prospective, qualified candidates. It is unacceptable to simply advertise and wait for applications to be submitted.

Experience has shown that highly qualified and desired candidates do not always respond to advertisements. This is especially so in the public sector involving high profile positions such as Town Administrator. Concern about premature public disclosure of his or her name can often have adverse effects on a candidate's current position. Therefore, it is preferable for the consultant to initiate contact with quality candidates who might not otherwise apply due to confidentiality concerns. This approach, when made by the consultant, does not commit the Town of Wellfleet to any particular applicant, but it can result in a larger and more qualified pool of candidates.

The consultants, with their extensive experience as Town Managers in Massachusetts and other northeastern states, as well as his 15 years recruiting Town Managers will be able to draw on a wide network of contacts during the recruitment phase.

Review of Applications

7. Confidentiality of Applicants and Resumes

It is important to maintain confidentiality of each inquiry and application. Applications and resumes should be sent directly to Groux-White Consulting who will maintain confidentiality. Any resumes sent to the Wellfleet Selectboard or the Screening Committee should be forwarded to the consultant. All resumes need to be acknowledged by the consultant.

All resumes will be made available by the consultant to both the Screening Committee and the Selectboard as required by law.

8. Initial Review of Resumes

The consultant will review all submitted applications and resumes to determine which ones meet the Town's criteria as required by the Charter and as further required by the Selectboard for the Town of Wellfleet. This initial review is simply to screen "out" those applicants whose resume indicates they do not meet the Town's qualifications.

9. Second Review

After screening out not-qualified applicants, the consultant will then prepare a confidential assessment of all remaining applications. This assessment will summarize

each applicant's relative experience, education, etc. and will be reviewed with the Screening Committee on a confidential basis. The consultant will also advise the Screening Committee which of these qualified applicants are more qualified than others.

The consultant and Screening Committee will then review these applications and resumes in executive sessions. During this stage the Committee, with assistance from the consultant, will make the choice of which applicants to invite for executive session interviews. The consultant recommends a pool of approximately eight (8) candidates be personally interviewed by the Screening Committee.

10. Interviews by Screening Committee

The consultant will assist the Screening Committee with all aspects of the interview process. This includes notifying candidates, scheduling interviews, preparing the committee for the interviews (suggesting questions, methods of interviewing, methods for evaluating candidates, etc.).

The consultant recommends that the Screening Committee interview candidates only once. A second interview by the Screening Committee should be avoided because a second interview generally must be conducted in open session. Good candidates are likely to withdraw from consideration if they are asked to come to a public interview without being sure he or she will likely be a finalist for the position.

11. Referral of Finalist Candidates to

Selectmen should advise the consultant and Screening Committee of the number of finalists the Board wishes to interview. The consultant recommends this number be approximately five.

The candidates referred to the Selectboard should not be "ranked" by either the consultant or the Committee. Ranking of candidates, before they are interviewed in public for the first time, is counter-productive to a fair and open search process. Ranking prior to interviews by the Selectboard puts candidates at a disadvantage and can bias the Selectmen prior to conducting their own interviews.

In lieu of any ranking the consultant recommends that a concise description of each finalist candidate be prepared and attached to the finalists' resumes at the time those candidates are recommended to the Selectmen.

12. Checking References of Finalists

It is important that reference checking, by the consultant, not proceed without written authorization by the candidates and then only if he or she is to be a final candidate for the position. This is both to provide for confidentiality of the applicant, but also to protect the

Screening Committee, Selectmen and the Town from charges that an applicant's privacy has been compromised.

The consultant will conduct reference checks for the Selectboard. All finalists are to provide a list of professional references to the consultant. Working from those lists Groux-White Consulting would expand reference checks further (to individuals not specified by the candidate) in order to obtain a more complete and objective assessment of the candidate.

13. Assist the Selectboard with Interviews

The consultant will assist the Selectboard with all phases of the interview process: preparation, scheduling, evaluations, etc. Generally, Selectboard's conduct two interviews. The Board may wish to eliminate one or more finalists from the initial pool after the first interviews. It is common for a Selectboard to narrow the finalist pool following the first set of interviews by the Board.

14. Acquainting Candidates with Community and Staff

The consultant recommends that the Selectboard arrange for visits (apart from the Board interviews) by finalist candidates to give them an opportunity to become acquainted with Wellfleet and with Town employees, particularly key Town officials. At the same time this allows Town staff and key Town officials a chance to obtain a better understanding of the individual candidates. Many Boards of Selectmen appreciate receiving feedback from employees about candidates.

15. Selecting Individual from Finalists.

Once the Selectboard is prepared to vote on the person they plan to offer the position to they should "condition" that vote on the successful negotiation of a contract as well as any further reference checking the Board feels is necessary. Be aware that there is the possibility that a finalist may withdraw, or information may result from any on-going reference checking that may cause the Board to reconsider its initial selection. In the event this happens the Board may find it necessary to re-consider one of the other finalists.

16. Negative and Anonymous Calls and Communications.

The consultant cautions Screening Committees and Boards of Selectmen to be aware that once candidates' names become public Selectmen will likely begin receiving negative information from anonymous sources. Often this material comes from internet sites such as Google or from other unknown sources. This kind of information is often quite biased against the candidate. Our experience indicates that such negative and unflattering information is often unfounded and should not be taken at face value. The consultant often get past this information to determine truth from fiction.

17. Negotiation of Contract

Some Boards of Selectmen prefer to handle this process on their own or through the Office of the Town Counsel. Normally Boards of Selectmen appoint a sub-committee of the Board to negotiate a contract with their new Town Administrator that is then brought back to the full Board for approval. Groux-White Consulting can provide valuable assistance to the Board, or the committee, in negotiating an employment agreement with the selected finalist. The fee proposal includes negotiation assistance to the Selectboard and or its Town Counsel.

Groux-White can handle the negotiation process if requested by the Selectmen.

18. Other Services Available

Some Boards of Selectmen like to have the performance review process and evaluation tool be presented to the final candidate during the time employment contract is negotiated. Groux-White has developed performance review processes and evaluation tools in the past. We can develop a process and specially designed evaluation tool for the Selectboard if desired. Our fee proposal does not include this service.

19. Price Proposal - Fees and Expenses and Assurance

(Groux-White Consulting, LLC will perform the executive search as described in this proposal and as directed by the Wellfleet Selectboard for eight thousand, nine hundred and twenty dollars \$8,920.00.)

Assurance: Groux-White Consulting commits to repeat, without fee, the entire recruitment process, should a candidate recommended by Groux-White Consulting and appointed by the Selectboard, fail to remain as Town Administrator for eighteen (18) months. Only expenses would be invoiced if a second recruitment is conducted due to the above circumstances.

RECRUITMENT REFERENCES (Partial List)

Charlton, MA. The Town of Charlton has a population of approximately 13,000. It is located 15 miles outside of Worcester. It has both a rural and suburban residential tradition. Charlton is over 48 square miles, has several working farms and is an attractive residential destination in the greater Worcester area. Groux-White Consulting was engaged in finding a new Town Administrator in September of 2019.

Search Committee Chair: Frank Morrell 774-230-5464
Chairman, Selectmen: David Singer 508-963-5865

Belmont, MA. The Town of Belmont has a population over 26,000. It is located less than 11 miles from Boston. Primarily a residential community, Belmont has a diverse population and housing stock as well as a reputation for providing superior municipal services. Groux-White Consulting was engaged in finding a new Police Chief in August of 2019.

Search Committee Chair: Mark Paolillo
Human Resources Director: Jessica Porter 781-541-0518

Littleton, MA. The Town of Littleton has a population of approximately 11,000 residents. It is located some 35 plus or minus miles from Boston. Primarily a residential community, Groux-White was hired by Ryan Strategies, LLC with the permission of the Littleton Board of Selectmen to conduct the recruitment on their behalf.

Human Resources Director: Ann Essman 978-5402450

Belmont, MA. The Town of Belmont has a population over 26,000. It is located less than 11 miles from Boston. Primarily a residential community, Belmont has a diverse population and housing stock as well as a reputation for providing superior municipal services. Groux-White Consulting was engaged in finding a new Town Administrator in July of 2017.

Search Committee Chair: Kate Bowen 671-852-9839
Chairman, Selectmen: Jim Williams 917-406-0393

Belmont Light, Belmont, MA An independent electric municipal utility valued at 45 million dollars serving electricity to 11,500 customers. Groux-White Consulting was engaged in finding a new General Manager in January of 2018.

Chairman, Light Board: Adam Dash 617-308-5057

Shirley, MA. The Town of Shirley has a population of 7,300 residents. It is located 50 miles north of Boston, close to the New Hampshire border. Primary a residential

community. Groux-White Consulting was engaged in finding a new Town Administrator in February of 2018.

Chairman, Selectmen: Enrico Cappucci 978-270-3458

Chairman, Search Committee: Bryan Sawyer 978-855-8223

Sandisfield, MA. The Town of Sandisfield has a population of 915 residents. It is located in the Berkshires with a total land area of 53 square miles, one of the largest land area municipalities in Massachusetts. It is a rural and resort community. Groux-White Consulting was engaged in finding a new Town Administrator in August of 2018.

Chairman, Selectmen: Alice Boyd 508-237-5834

Easton, MA. The Town of Easton has a population of over 23,000. It is located 30 minutes from Boston, 45 minutes from Cape Cod and 45 minutes from Providence, Rhodes Island. Primarily a residential community, it has a reputation for providing its citizens excellent schools, public safety, recreation and quality of life. Groux-White Consulting was engaged in finding a new Town Administrator in April of 2017.

Search Committee Chair: Donna Abelli 508-259-9303

Chairman, Selectmen: Dan Murphy 617-293-4758

Yarmouth, MA. The Town of Yarmouth has a year-round population of 24,000 that increases substantially in the warmer weather months. It is located in Mid-Cape Cod between Nantucket Sound on its southern side and Cape Cod Bay to the north. Groux and Associates was engaged in September 2010 to assist the Town in finding a new Town Administrator following the retirement of its first and only Administrator who retired after 32 years in office. At the present time (January 2011) the Board of Selectmen is in the process of interviewing finalists for the position.

Search Committee Chairman: Peter Carnes 508 565 1717

Chairman, Selectmen: Erik Tolley 508 362 8883

Foxborough, Massachusetts. Foxborough is a community of 16,000 population located near I-95 and US Route 1 and is well known as the home the New England Patriots. The recruitment was a particular challenge because the Town's initial efforts to recruit resulted in few well qualified candidates. Groux and Associates was engaged after the initial recruitment failed. The position was re-advertised, and this consultant was asked to conduct an extensive outreach program to attract additional as well as more qualified applicants. The recruitment was completed in mid-2010 and a new Town Manager took Office in the fall of 2010.

Search Committee Chairman: Anthony LaChapelle 508 272 2212 cell

Hamilton, Massachusetts. Groux and Associates completed recruitment services for the Hamilton Board of Selectmen and its Selection Committee in early 2010. Hamilton is a small community of 8,500 population on the North Shore. This is a new position. Hamilton petitioned for a Special Act to create this position in 2009. A total of 58 resumes were received and the committee interviewed 8 candidates and recommended three to the Board of Selectmen. The new Manager is took office in April.

Search Committee Chairman: Laurie Wilson 978 468 2621 cell

Selectman Chairman: David Carey 978 468-9932 cell

Westford, Massachusetts. This Town Manager recruitment was completed in 2008. Westford had adopted a Home Rule Charter in 1989 establishing a Town Manager position. It is a suburban community 25 miles west of Boston located along Interstate 495 with a population of 21,300.

Robert Jefferies, Chairman of Board of Selectmen and member of Search Committee at same time. 978 692 4471

Southbridge, Massachusetts. This Town Manager recruitment was completed in 2008. Southbridge has a Council/Manager form of government. It has a population of 17,500 located just north of the Connecticut border along Interstate 84 and south of the Massachusetts Turnpike.

Reference: Pamela Regis, Councilor-at-Large and former member of Screening Committee. 508 728-4413

Framingham, Massachusetts. Framingham is the largest "town" in Massachusetts with a population of 67,000. A total of 51 applications were received for the position of Town Manager. Framingham has had two managers since adopting its present form of government in 1996. The new Manager took office June, 2006.

Chairman of the Board of Selectmen, Dennis Giombetti 508 532 5400

Lexington, Massachusetts. A residential/commercial, suburban community with a population of 30,000. A total of 60 applications were received for the position. There have been 3 managers since 1968. The new manager was appointed in April 2005.

Chairman of the Search Committee, Janet Perry 617 320 0239 cell

Chairman of the Board of Selectmen, Norman Cohen 781 862 0500 X 208

Harwich, Massachusetts. Harwich is a residential community with a population of 12,000 located on Cape Cod. It is a vacation destination with a high seasonal population

increase. The first Town Administrator moved on to another community after 17 years. This search was conducted during 2006 and a new Town Administrator was appointed in September 2006.

Chairman of the Board of Selectmen, Robin Wilkens 508 432 6821

Provincetown, Massachusetts. Provincetown, located on the tip of Cape Cod, is a tourist destination and experiences a dramatic increase in population during the summer. This search was undertaken in late 2006 and a new Town Manager was appointed in February 2007.

Chairman of the Board of Selectmen was Cheryl Andrews 508 487 9936

Chairman of the Search Committee was Austin Knight 508 487 6992

Winthrop, Massachusetts. A north shore community, adjacent to East Boston, with a population of 17,000. The Town changed its form of government in 2006 from a Board

of Selectmen Town Meeting form to a Council/Manager form. The Council President and Town Council appointed the town's first town manager in April 2006.

Chairman of the Search Committee, Jim Letterie 781 983 6879 cell

Council President, Tom Reilly 617 846 1852

Duxbury, Massachusetts. A south shore residential community of 15,000 population. 62 applications were received for the position. It has had two managers since 1988. A new manager was appointed in November 2005.

Chairman of the Search Committee, Friend Weiler 781 585 3326

Chairman of the Board of Selectmen, John Tuffy 781 934 0469

Wellfleet, Massachusetts. Groux and Associates conducted two searches for Wellfleet. The first one in 2000 and the second one in 2007. There were 45 applications in 2000 and the Administrator appointed remained for seven years. The most recent search produced 35 resumes and the new Administrator took office on January 7, 2008.

Chairman of the Board of Selectmen for the most recent search was

Jacqui Beebe 508 349 9670

Chairman for the Board during the 2000 search was Dale Donovan

Groux-White Consulting, LLC
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Groux-White Consulting, LLC, Consultants to Local Government

Groux-White Consulting, LLC is a municipal management consulting firm focusing on the needs of local governments. Our primary areas of specialty are executive recruitments, Charter and Bylaw drafting, organizational studies and interim management services and financial and strategic planning. Thomas Groux established the firm in 1999.

Summary of Services Available

Searches and Recruitment

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. Our 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. Great candidates know we are very sensitive to their needs because of our past professional experiences in the field. Candidates know we have been through the recruitment process as candidates and as recruiters will aggressively represent their client while protecting the applicant.

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

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 at reduced costs. These areas are: finance; public works; planning and development; code enforcement; law enforcement; health and human services; and general administration.

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 boards goals and objectives.

Supervisory Training

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, asses the strengths and weaknesses of an employee and develop an appropriate and realistic personal and professional development plan for performance improvement.

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.

Financial Planning

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

Resume of Thomas J. Groux

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P.O. Box 374
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508-945-3160
774-722-1372
tgroux@comcast.net

SUMMARY

Municipal consultant and highly successful public administrator with experience in local and state government and in higher education. City and town management experience in Massachusetts, New York, New Jersey and Connecticut. Extensive experience working with Boards of Selectmen both as a consultant and as a local official.

Groux and Associates, Consultants to Local Government

Groux and Associates specializes in providing professional services to local Massachusetts governments in the areas of: executive recruitment; Charter and Bylaw preparation; organizational studies; and interim management services.

Municipal Experience

- Chatham, MA. Town Manager 1995 - 1999
- Duxbury, MA. Town Manager 1988 - 1995
- Winchester, MA. Town Manager 1975 - 1988
- Howell, NJ. Town Administrator 1971 – 1975
- Yonkers, NY. City Manager and Assistant City Manager 1968 – 1971
- Hastings on Hudson, NY Village Manager and Village Clerk 1966 – 1968
- Groton, CT. Assistant Town Manager and Finance Director 1964 – 1966
- Interim Manager: Towns of: Bourne, Natick, Wellfleet and West Boylston

Other Experience

- Dean of Finance and Administration, Middlesex Community College
- Adjunct Faculty, Leslie College, Cambridge, MA (Labor Relations)
- Mass. Joint Labor/Management Committee (JLMC)
- Mass. Municipal Depository Trust (MMDT)
- American Institute of Planners, Washington, DC (City/Regional Planners)
- U.S. Air Force. Captain - Squadron Commander

Education

- Fordham University, New York (Political Science)
- New York University, New York (Public Administration)

Resume of Richard J. White

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1 Pelham Road
Lexington, MA 02421

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781-572-6332
rwhite58@verizon.net

Summary

Professional municipal manager with experience leading and successfully managing a variety of full-service municipalities in Massachusetts, Connecticut and Maine. Extensive experience working with Boards of Selectmen and Not for Profit Boards of Directors as a consultant and local official.

Municipal and Not for Profit Experience

- Dennis, MA. Town Administrator 2009 – 2016
- Winthrop, MA. Town Manager 2006 – 2009
- Manchester by the Sea, MA. Interim Town Administrator 2005 – 2006
- Voice of the Faithful, Newton, MA Interim Executive Director 2004 – 2005
- Lexington, MA. Town Manager 1987 – 2004
- Bedford, MA. Town Administrator 1984 – 1987
- Winchester, MA. Assistant Town Manager, 1980 – 1984
- West Hartford, CT. Budget Analyst 1979 – 1980
- Arlington, MA. Grants and Budget Analyst 1978 – 1979
- Saco, ME. Special Assistant to Town Administrator 1975

Education

- The American University, Washington, DC MPA 1978
- St. Francis College, Biddeford, ME BA English and Political Science
- Interaction Associates, Cambridge, MA, Certified as Facilitator/Conflict Resolution 1990 and 1992

Publications and Awards

- “The High-Performance Organization that Lexington Built” PM Public Management. Published in The Municipal Advocate
- ICMA Career Development Award 1998
- MMA Kenneth Pickard Innovation Award 1999
- Distinguished Budget Award, Government Finance Officers Association, from 1996 thru 2004 while Town Manager, Lexington, MA

Why Your Community May Benefit by Using a Professional Executive Recruiter

By: Richard J. White

Many local governments hire an executive search firm when recruiting critical positions within their professional organization. There are no rules or guidelines in determining when or how to engage an executive search firm. However, we have developed some assessment guidelines based on our own professional recruitment experience for appointing authorities to consider. First though, it is important to define what makes a successful recruitment.

Components of a Successful Recruitment

- 1) **Understanding your community's characteristics:** identify the factors that will determine what type of candidate will be successful in the position. "Fit" is as important as the candidate's professional track record, education and experience. Every community is different. You increase the likelihood of a successful recruitment by ensuring that the candidates understand the dynamics of your community and by evaluating prospective candidates with "fit" in mind!
- (2) **Outreach and networking:** once you understand what you are looking for, go out and get it! Contacting quality candidates requires more than advertising in a professional journal and local and regional newspapers. Networking is critical. Understanding who is out there and how they may fit should never be done by accident. Generally, good candidates are prospering and satisfied in their current positions. Connecting the candidate to the challenge, professional growth opportunity and fit requires hard work, time as well as trust. Every superior candidate will want to feel that any interest they have in the position will be kept confidential.
- (3) **Sort and screen:** Determining a candidate's fit for the position requires the appointing authority to clearly define who they are as an employer; what they are looking for in a candidate; and what success for the position will look like. A qualification grid that includes these and other factors can be developed based on the position profile which in turn can be utilized for preliminary screening. Success is enhanced with a more extensive evaluation of the qualified candidates. Consequently, developing some preliminary screening techniques (questionnaire, resume validation, phone screening) beyond review of the cover letter and resume is important.
- (4) **Interviews and Assessment:** Process, process, process! Effective executive recruitment requires transparency. Many appointing authorities provide opportunities for their constituencies to be included in the recruitment process even if only as observers. Transitioning into a new position can be challenging. Sometimes developing process that allows others to become invested in your final selection will help your new executive get off to a running start in their new job. Clearly identifying the criteria to be used in assessing the qualifications of the candidate during the interview process will insure that the recruitment is perceived by those interested as being credible and having integrity. The position profile can be of assistance to the appointing authority in identifying assessment criteria.

(5) **Background Investigation:** Obtaining a variety of references and candidate assessments is a start, but evaluating the candidate's success and the challenges faced requires more effort. A good candidate will always have detractors. Context and obtaining a deep understanding of their experience and achievements is critical.

(6) **Negotiation:** "Once you have found him or her never let them go!" Negotiating the terms and conditions of a contract can be the trickiest component in recruitment. The sooner and the more complete the appointing authority define the parameters of a competitive compensation package makes getting to yes with your preferred candidate easier. Including these parameters in a position profile enhances the process. Ambiguity can be the enemy.

(7) **Accountability:** The Board of Selectmen should consider preparing a formal performance review procedure and be sure to share it with the successful candidate at the very beginning of employment. Good candidates will want an understanding of job expectations prior to hiring. Performance reviews for executives in Massachusetts given the open meeting law can be awkward and unfulfilling for the candidate and the appointing authority. It is always a good thing when the appointing authority and the new hire agree upon the criteria and expectations to be included in any performance evaluation. It is easier to do this at the time of hire. Using the position profile as a guide will help start the new relationship on the right foot.

Given all of this, what guidelines should I consider using to determine the need to hire a professional recruiter.

Factors to Consider in Determining if You Have the In-House Capability of Conducting a Successful Recruitment

The quality and quantity of candidates available to compete for some professional positions varies depending upon the position and the market area. There are no general statement guidelines that make the decision to contract with a recruiting firm easier. However, it is critical that the appointing authority make a preliminary assessment of its recruitment situation while it determines its needs.

Big picture, executive recruitment is like farming. Most of the work that insures success is not seen. Preparing or tilling the soil, selecting the right seed, understanding the field's history, avoiding past planting mistakes and insuring against insect infestation and disease all happens before the seed is planted and the crop grows. Same is true managing the process of finding the right executive. Here are factors for you to consider.

Preferred Recruiting Area

The appointing authority should define its preferred recruiting area. It is important that all recruitment preferences be clearly defined by the appointing authority up front before advertising.

Required Experience

Many appointing authorities have preferences for experience, type of experience, and education. The more you limit your recruiting area preferences, the experience required, the more particular the experience desired and the higher level of education needed for the candidate to successfully compete for the job, the fewer applicants will apply. The fewer applicants anticipated, the more an executive recruiting firm can help you. Quality and fit are more important than volume in executive recruiting.

Community Assessment

Understanding and assessing your history as a community (i.e.: financial and political stability as well as employee/management relationships, the past effectiveness of the organization or department) is also a critical undertaking for the appointing authority in not only attracting the right candidate, but in determining the need to hire an executive recruiter. The more challenging the political and/or financial stability of the community, the more restricted your recruitment pool will be. A community should never hide from a recent political or personnel controversy when recruiting. The better you describe the challenge your candidates will be facing if appointed the more likely you will be recruiting the right candidate for the job!

Time Constraints

Every appointing authority should make an assessment as to how much quality time they can devote to all the details of a higher-level executive recruitment and strategically determine how they would like to use that time in the recruitment process. Most if not all higher management municipal position recruitments require considerable thought, planning and assessment as already described. Additionally, coaching, preparing and assessing the skill set of each potential candidate for leadership level positions takes considerable thought, care, deliberation and time.

Community Participation

Successful high-level executive recruitments can be enhanced when the appointing authority designs a process that solicits feedback on the candidates from various interests in the organization and or the community. Developing interview processes that are inclusive and that channel feedback to the appointing authority as to the strength and weakness of the candidates can be tricky undertaking, but in many communities, it is a must. Developing, scheduling and managing process and preparing the candidates requires special skills and is time consuming. Compromising any of the planning and process work increases the likelihood of a failed recruitment.

Position Profile

Finally, every candidate will want some sense of what the challenges and performance expectations of the position will be. They, like the appointing authority, are assessing fit, likelihood for success and the effectiveness of the appointing authority and the governing board. Developing a position profile describing the community and its governance stability, the operating culture of the organization, experience and education required, challenges within the community needing to be addressed and performance expectations for the position is critical in attracting candidates. It takes considerable time and care developing a position profile especially if the task requires the approval of more than one person.

Taking the time to assess your ability to meet the challenges identified above should provide you with guidance as to whether to hire a professional recruiter. Compromising any of the tasks will result in less than an optimum result. Best of luck!

Richard J White, partner in Groux-White Consulting, LLC. Prior to joining Groux-White Consulting, LLC. Rick worked in Massachusetts (Bedford, Lexington, Winthrop & Dennis) as a professional town manager.

Community Synthesis



Sample

Feedback Synthesis from Charlton's Board of Selectmen.

There is significant agreement among Board members regarding a broad spectrum of characteristics, skills or competencies that the next Town Administrator should possess in order to be successful. All are weary of past political drama and are committed to changing the operational and political dynamic among the various groups, interests, departments and independent boards in Town. There is a recognition that the Board must firmly and visibly exert itself in making transparency, openness, collaboration, civility, collegiality, shared vision and accountability guiding values for the municipal organization. All Board members realize that these values need to be embraced and become priorities for the next Town Administrator for this to be achieved.

The Board recognizes that it must first work effectively within itself in order to accomplish this broad goal and cultural change. There is general recognition that the past twelve to eighteen months have stressed, to varying degrees, individual relationships within the Board. All expressed genuine respect and admiration for their peers, but also a feeling that some of the more volatile issues faced by the Board have frayed some relationships. There is recognition that steps need to be taken to rebuild trust between Board members and that an ideal outcome would be that, despite individual differences, Board members see themselves as members of a team first and representatives of an interest or segment of the community second. All recognized that the Board needs to work more cohesively in order for the next Town Administrator to be successful.

The Board would like to reassume its traditional Chief Executive role. It desires a Town Administrator who seeks direction, consults with the Board regularly prior, during and after implementation and sees her/himself as a servant to the organization and a "true" agent of the Board of Selectmen. Communication is the key to success for the next Town Administrator. The Board expects to be informed and would like to avoid surprises, although understands that sometimes surprises happen. Building strong, collaborative and trusting relationships among Charlton's many independent boards and committees will require a strong leader. A leader capable of representing the Board's interests by doing it in a way that is inclusive, transparent, systematic, structured, non-threatening, civil and productive. The Board desires a Town Administrator who is enthusiastic, encouraging, optimistic, accessible, affable, a relationship and team builder as well as relatable person. Although the Board expects and wants its next Town Administrator to be strong, have opinions and make recommendations, they also want him or her to be seen and act as an unbiased broker satisfied that s/he is able to make a recommendation while providing alternatives and trusted to implement the will of the Board.

The Board wants to work effectively as a group. They see an effective and able Town Administrator as a critical partner in making this happen. The Board wants a leader who first seeks to understand and who is not afraid to help the Board resolve differences,

miscommunications or misunderstandings. The Town Administrator cannot do this without being an unbiased broker and an advocate for the Board and each individual member of it. S/he must insist that all members of the Board be served equally, and that information provided to one Board member is provided to all.

It goes without saying that the next Town Administrator should be an adept and able generalist well versed in team building, IT, public safety, public works, human resources, project management, financial management, capital planning, budgeting and social service delivery systems. The Board is rightly proud of many of the operational investments it has championed during the last five years. The Human Resource, Finance and IT departments have all seen increased investment. The next Town Administrator will need to devote some time ensuring that these departments establish themselves as critical and regular contributors to the municipal organization's mission. Doing so will require an artful and delicate touch, best described as hands off (no micromanagement) but hands on (organization sees these departments as supported and in synch with the Town Administrator and Board of Selectmen's values, objectives and goals). Many Board members would like the next Town Administrator to improve on the Town's fiscal condition. Although some progress has been made in that regard, some members believe that long term progress must be made in increasing the Town's cash reserves, building a recurring revenue stream to fund capital projects and equipment replacement and creating a consistent and generous appropriation to fund the Town's OPEB liability.

Some Board members would like the Town Administrator to build a stronger bridge between the municipal and school organizations. Some feel that there is an unnecessary distance between the District and the Town and that the Board and Town Administrator should seek opportunities for regular, systematic and productive communication and collaboration. There is a worry that the Board will be caught off guard by the fiscal investment that an ever-growing school age population and aging school infrastructure will require in the not too distant future.

Universally, there is a solid sense of optimism shared by Board members. Improvements have been made to the Town's financial position and generally the Board believes the staff is professional, able and ready to be led by an effective professional. The Board believes that the community is ready to set aside past grievances and work productively together. The Board is ready and eager to address this leadership challenge and do whatever is necessary to make the system work.



Synthesis of Feedback Received from Belmont's Senior Managers

There is universal and genuine respect for the financial management skills of the former Town Administrator. As such, the senior department leaders believe that the next TA should possess similar skills. The staff enjoyed these strong financial leadership skills as well as the former TA's ability to quickly and comprehensively understand and communicate the nuance of a department's mission and how its budget either supported or fell short of expectations. Obviously, the staff would like the next TA to possess similar skills.

Additionally, the staff would like their next leader to possess these same abilities of comprehension and day to day financial leadership as the former TA while also being able to more visibly partner with the initiating department head in presenting and marketing various initiatives to the Board of Selectmen, independent boards and committees, Town Meeting and the community. There is consensus that over the past five years, the organization has acquired the discipline and structure necessary so that various, financial, budgeting, project management, human resources and many other internal systems and public participation processes work well and are successful. There is also a feeling that long term planning, the ability of the organization to multi task., developing a formal communication system to overcome some of the inertia inherent in Belmont's unique governance structure and formal leadership-initiated collaboration and systems of cooperation amongst and between departments as well as between independent boards and committees have been sacrificed somewhat. There is understanding that these actions were necessary to develop and make these various financial and other processes disciplined and successful. However, with new leadership comes new opportunities. As such, the leadership team with some exceptions would like the next TA to have the same command of the details but be capable of mentoring the staff so that a system of delegation and of performance accountability allows for the organization to address multiple community and governance challenges at once, steering leadership focus away from the short term (while not ignoring it) towards a more proactive long-term effort.

There is a feeling amongst many that Belmont's most pressing challenges are in the long term. Pressing, critical and significant operational, financial, infrastructure and governance challenges are on Belmont's horizon which requires a leader with vision who is approachable, relatable and a team builder inside and outside of the professional organization. The following is a sample of challenges for the next TA:

Organizational

1. The next TA will need to define the role of the various individuals within the administration function, being clear in delegation and building internal processing system so that workflows, is operational and serves the internal customer well.

2. Developing regular systems of communication throughout the organization is critical to the future success of the Belmont professional staff. The next TA should be committed to collaboration, shared decision making and regular communication through consistent and regular scheduling of department head meetings and establishment of cross departmental and functional work teams that include all operational interests.
3. Establishing regular and consistent evaluation by staff and reporting to the Board of Selectmen of the success and challenges of existing or non-existing policies, procedures, programs
4. Developing a professional, fair, competitive “pay for performance” system that rewards superior performance and that recognizes the contributions of long-term performing employees so that the Town retains valuable human assets.
5. Transition planning...a minimum of five long standing seasoned administrative leaders will be leaving the Belmont professional organization within the next five years. The next TA should be able to lead and guide the staff in evaluating restructuring and reorganization opportunities as well as develop formal successor transition plans.
6. Belmont has a unique and decentralized governance structure that in and of itself requires special leadership attention. This challenge is complicated greatly by the various issues needing to be addressed short and long term. Although the layout of the Town’s administrative functions is compact, there remains four separate buildings within easy walking distance that at times can be barriers to collaboration, effective and efficient effort and cost effectiveness. This is a challenge that needs the constant attention of the next TA.

Financial

Belmont’s reliance on free cash, a non-recurring source of revenue, funding its operational budget limits its flexibility in meeting some extraordinary future challenges. Belmont’s future TA should have experience developing successful plans for weening a municipality off using nonrecurring revenue for recurring operating expenditures.

1. Belmont’s internal budget process is managed by the Town Administrator’s Office. It is a time-consuming task that often prevents the staff from expending its attention on other pressing matters. The next TA should have experience building a ‘budget team” in which s/he manages the development of the budget, but its day to day construction and development includes members of the Town’s financial team as well as its leadership team, the Board of Selectmen, Boards and Committees and the community during priority setting.
2. Financial forecasting is a strength of the staff. The forecasts have been helpful to the school and municipal leaders in making short term resource allocation. The next TA should be experienced in expanding the use and purpose of these tools to engage the community in a continuing dialogue regarding Belmont’s future.
3. OBEP and pension funding hoover over the professional staff and elected leadership as conversational doorstops. The Town has adopted a plan to fully fund its pension obligations by the year 2029. The next TA should be capable of engaging the financial team as well as the elected officials in a dialogue to build consensus as to whether to sustain the current pension schedule or alter it. Closure on this important issue so that the community can deal with more threatening financial challenges. Experience in developing pension impact and cost benefit analysis for newly created personnel and new hires may provide the elected officials with some assurance that the liability is being managed effectively. The funding requirements of OBEP is a newly imposed accounting exercise imposed upon municipalities in the United States. The projected

liabilities are earth shattering and are coma inducing for municipal financial planners. Both the immediate and incremental average annual contributions are beyond the financial capabilities of 99.9% of the municipal organizations in the country. The actuarial assumptions made in establishing the average annual contributions are aggressive and extremely conservative because the health care system in the USA is volatile, unsettled and unpredictable. The next TA must be capable of leading the staff, the Board of Selectmen and the community in policy discussions that provide Belmont with a consensus plan that addresses of the liability concerns of OBEP while balancing the financial capabilities of the Town.

4. Debt management and planning experience is critical for Belmont's next TA. Most prior debt management has been ad hoc. Deferred maintenance and weak capital planning have bottle necked capital investment. Examining the Town's financial policies, dealing with the Town's use of Free Cash and being able to scenario plan Belmont's future debt service while providing the community with options to leverage other resources to lessen the cost impact of the borrowings are critical skills for the next TA.
5. Currently, the Town has identified a minimum of four major capital construction or reconstruction projects in need of funding. The longer financial planning, prioritization and scheduling of projects are delayed the more atrophied capital decision making becomes. A new high school, police station, library and public works facility are major costly projects. All have constituencies interested in its funding. These projects have been in the pipeline for some time. The next TA must be able to engage the policy makers and elected officials in an inclusive process in which there is full understanding of the Town's financial capabilities and its ability to manage and fund simultaneous projects. The next TA should be able to assist the Board of Selectmen and the community in coming to terms with each project's priority and the Town's ability to fund. **Community**

1. Belmont's citizenry is changing and will continue to evolve. The service needs of its citizens, the priority in which they should be delivered and how their expectations should be addressed and met will change. Engaging the population differently than those typically utilized by the traditional New England community should be a consideration for Belmont. A few well managed communities in the greater Boston area have developed comprehensive Strategic Planning Processes led by the Board of Selectmen but populated by citizens not directly connected to the operations of Belmont's local government. Adapting and consistently assessing the affordability of the Town's product, aligned with needs and expectations and ever-changing Belmont will be critical to the organization's future success. The next TA should have experience, creating, staffing and leading a community wide strategic planning process.

Saturday, July 29, 2017



Feedback Synthesis from Charlton's Community Leaders.

Unlike the interviews with the staff, the feedback received from community leaders had few central themes and is more difficult to generalize. I was unable to reach two of the citizens on the list. The Town's email situation was responsible for one of the misconnects.

All those interviewed voiced concern regarding the current politics of the Town although one leader interviewed felt that Charlton has always had a certain amount of volatility in its civic culture. All believe the key to success in the future in dealing with Charlton's many challenges will be for the Board of Selectmen and its new Town Administrator to reach out to the Town's disparate interests and create decision making processes that are more inclusive and representative than those that currently exist. However, one person interviewed believed that the next Town Administrator needed to be strong and authoritative given Charlton's decentralized form of government and the inherent difficulties that face a leader working in a system where authority is defused. On balance, those interviewed believe that the next Town Administrator must create a more collaborative culture inside the professional organization and between the various independent committees.

All interviewed identify the marijuana issue as an example of how a lack of collaboration can create disfunction. Many interviewed believe that the conflict between the citizens, boards and staff regarding the siting issue involved more than just a disagreement about location. Some felt that the conflict will resurface unless steps are taken to resolve some long-term issues underlying that conflict. Almost all interviewed believed that there was overwhelming support for a marijuana grow facility to be located in Town, but that systems of communication either broke down or did not exist to properly manage the proposal effectively. Some interviewed fear that avoiding similar conflict in the future will require that some of the independent boards and committees that hire their own staff better understand the day to day oversight role that the Town Administrator plays in the organization and the responsibilities held by the Board of Selectmen. Others look to the Board of Selectmen and the Town Administrator to bring all interests together. Some suggested that systems of communication be created so that there is a common understanding as to organizational performance expectations and a better commitment by all to work together in a collaborative way. Many worry that the LNG siting challenge currently facing the Town will meet the same fate as marijuana unless steps are taken to create the necessary systems for communication and collaboration.

All interviewed expressed a need for transparency in decision making, creating a culture where staff, boards and committees seek first to understand before making a decision and make extra efforts to be inclusive in decision making. One leader felt this is especially important trait for the next Town Administrator in working with staff. This leader felt strongly that the next Town Administrator must be seen as approachable, accessible, even tempered and trustworthy by the

citizens and the staff. The need for the next Town Administrator to build and sustain trust in the community and the organization was a consistent theme coming from this leader. There was a hope that the next Town Administrator will see her/himself as a servant of the organization, that s/he will effectively advocate for and support the staff privately and publicly and that s/he will willingly share decision making. This leader believed the staff needed an effective coach, mentor and advocate in order for them to grow and maximize their potential. One leader interviewed advocated for hiring more residents to fill some of the positions in Town Hall. This leader felt that citizens would be better served if the employees in Town Hall had a better feel and understanding of the Town, its citizens and its culture.

All interviewed recognized that the next Town Administrator needed to be fiscally adept and responsible. However, most but not all mentioned that the Town was changing as were the demands placed on its municipal operations. The need to increase the tax base while maintaining affordability was expressed as an expectation by all. Many returned to the marijuana siting issue regretfully without placing blame, lamenting the lost opportunity its failure created, the need for the revenue it would have produced and the disfunction that resulted from its mismanagement. Additionally, most but not all interviewed believe that more attention needs to be paid to route 20, its infrastructure, its economic development potential and its promise in increasing the tax base without affecting residential neighborhoods and the potential it has in resolving the LNG siting issue.

Finally, some but all members mentioned that the next Town Administrator must develop closer ties to the Schools. They believe that a growing enrollment and an infrastructure in dire need of investment will challenge Town leaders in the near future. Great pride was expressed that the Town has historically invested in education, but that the growing enrollment challenge has caused the School District hold back some necessary investment in their buildings and in some of their educational programs.

September 8, 2019

Proposal for Executive Search Services

Town of Wellfleet



COMMUNITY PARADIGM ASSOCIATES, LLC

February 12, 2020

Mr. Daniel R. Hoort, Town Administrator
Town of Wellfleet
300 Main Street
Wellfleet, MA 02667

Dear Mr. Hoort:

We are pleased to present this proposal for Executive Recruiting Services to the Town of Wellfleet in response to your solicitation of February 7th. We will be available to meet with the Wellfleet Selectboard on February 25th to discuss the search for a new Town Administrator and the services that Community Paradigm can provide you in that effort.

Community Paradigm Associates, LLC is a Plymouth-based consultancy that was established in 2014 as a multi-dimensional organization focusing on governmental, nonprofit, and community concerns through a variety of services. However, our primary service is focused upon executive recruiting of municipal managers for towns here in Massachusetts. Over the past twelve months we successfully conducted searches for three other Cape communities, Brewster, Bourne and Provincetown. In addition, we are currently working with the Town of Truro in their search for a new Town Manager.

Obviously, it is essential that your search and selection process result in an individual that has the skills, experience, and management approach to assist the Town in addressing its challenges and opportunities. To that end I believe the use of a consultant can be beneficial in helping the Town achieve this goal, particularly in the currently tight market of qualified candidates.

I believe that we can bring four specific qualifications to the task of helping Wellfleet find its next Town Administrator:

- First, we know the skills and characteristics of a municipal manager in carrying out his/her responsibilities. Members of the Community Paradigm team have performed in the role of municipal manager for decades.
- Second, through years of activity in the business of municipal management and through our recent experience in providing municipal recruitments we have built a proprietary database with hundreds of potential candidates, particularly here in Massachusetts and throughout New England. We utilize an approach of active recruitment, not simply advertising a position and waiting for responses. Active recruitment and current knowledge of candidates is absolutely crucial in this very competitive market for municipal managers.

- Third, the approach that we have always used in recruitments includes active engagement of the stakeholders of the community in the process. We believe this approach produces the best possible selections as well as crucial support during the all-important first few months in the position.
- And fourth, now in our sixth year of operation, we have become the most active municipal manager recruitment firm in the Commonwealth. We believe that distinction is the result of the customized, dedicated service that we provide to our municipal clients, which can be verified by contacting any of our clients for their opinion of Community Paradigm.

I certainly encourage the Town to review the recruitments that we have performed for other communities, especially those on the Cape. I am confident that those communities will respond positively and enthusiastically to the results of our work and the hands-on process that we have managed and provided.

In accordance with your solicitation we have prepared a packet of materials that provides information about Community Paradigm:

- A description of our scope of services which outlines our standard approach in working with communities to fill a Town Administrator position with a typical process timeline.
- A proposed fee for the outlined services.
- A listing of references, including the Cape communities that we have served.
- Samples of a Position Statement and a Position Profile, offering a choice of recruiting material collateral that are used to market the position to potential candidates.
- A Firm Profile that provides more information about Community Paradigm, our services, our team members and our clients.

We look forward to meeting with the Selectboard on February 25th to learn more about Wellfleet as it seeks a new Town Administrator, discuss the benefits of utilizing Community Paradigm as it proceeds with a search, and review ideas about the approach that could be utilized to best achieve the Town's goal of a successful search.

Please feel free to contact us with any questions or need for additional information. Thank you in advance for your interest.

Sincerely,



Bernard Lynch
Principal

TOWN OF WELFLEET
EXECUTIVE RECRUITING APPROACH

February 12, 2020



COMMUNITY PARADIGM ASSOCIATES, LLC

Approach and Plan for Performing Services

It is a challenging period in municipal management recruitment with a growing number of retiring managers producing increased demand, fewer individuals entering the profession and many individuals opting to remain in secure positions providing a decreased supply. The result can be smaller candidate pools for municipalities seeking to fill these important positions within local government. Community Paradigm has been successful in its many searches over the past five years in building strong fields for the municipal clients that it has served.

It has also become a period in which greater citizen involvement in the selection process is desired and required. Such involvement helps to ensure community support for the individual selected. Community Paradigm has facilitated community forums in nearly every municipal manager/administrator search we have conducted and has organized, guided, and facilitated Screening Committees and Selectboards in reviewing and interviewing candidates, and complying with the Massachusetts Open Meeting Law.

The recruitment and selection process require an understanding and knowledge of the candidate pool, aggressive outreach, robust community engagement and participation, and a nimble and creative approach to finding and choosing the “right” individual for the Town. The approach that would be utilized as described herein, along with the experience and knowledge of Community Paradigm (the consultant) will work in finding the best Town Administrator for the Town of Wellfleet. The following is a description of the process that is envisioned for utilization in the Town of Wellfleet, based upon successful implementation in other communities served by Community Paradigm:

Preparation

1. Initial Consultation with the Selectboard and Screening Committee

It is most important to have a clear understanding from the Selectboard on the experience, skills, management style, and personal attributes the Board wishes the next Town Administrator to possess. The Consultant would interact with the Selectboard as a body and as individual members at the outset of the process to obtain this information. These initial interactions would also be used to discuss and prepare a search plan that includes recruitment strategies, contractual provisions including compensation and conditions of employment, and a timetable for the recruitment and selection process. A similar meeting will be held with the Screening Committee with a focus on process and timetable. The mission of the Screening Committee is to ultimately narrow the field of candidates to 3-4 finalists to present to the Selectboard.

2. Organizational Information

It is helpful to gather the perspectives of Department Heads and other key town officials. These individuals will have regular interaction with the Town Administrator and their input is valuable. Specific information is sought through these meetings and discussions in understanding the organizational framework, primary issues facing the Town and specific attributes that would be sought in choosing the next Town Administrator. The consultant would also use this period to gather and review key documents and materials, including the Town Charter, regarding the Town in order to gain a fuller understanding of the organization, processes and local issues of concern.

3. Community Engagement (Optional)

It can also be useful at this stage of the process to have a public input session(s) in order to ascertain the thoughts of residents and local businesses as to the qualities that would be beneficial for the next Town Administrator to possess. The Town's staff would assist in setting up these meetings and the Consultant would act as facilitator. Examples of communities that have benefited by this type of community involvement organized by the consultant include: Provincetown, Brewster, Rockland, Hamilton, Natick, Amherst, Norwood, Ipswich, Boxborough, and Shrewsbury.

4. Preparation of Position Statement/Recruiting Brochure

The Consultant would assist in developing the required professional qualifications and a recommended compensation package for the Town Administrator position based in part by the updated job description. The information gathered from the Selectboard, Department Heads and town officials, and any community input sessions would complete the development of a Position Statement that serves as a recruiting brochure to provide possible candidates a full understanding of the Town and its current issues, the statutory responsibilities of the Town Administrator position, and the expectations of the Board and other members of the community. The Selectboard will be asked to endorse or amend this Statement, and in Executive Session discuss and decide parameters of a compensation and benefits package. Specifics related to this package are held to be confidential as they will be part of negotiations with the final candidate. The preparation, and utilization, of a more robust Position Profile as the recruiting document is offered as an optional service within the Proposed Fee. An example of each document is contained within the Proposal.

5. Advertisements and Active Recruitment of Candidates

Ultimately, the success of selecting a new Town Administrator for Wellfleet is ensuring the largest possible pool of qualified candidates. Certainly, one manner of gaining applicants is advertising the position through various publications and organizations. The Consultant will make recommendations on the most effective locations to advertise but at a minimum would include the International City and County Management Association (ICMA) and Massachusetts Municipal Association (MMA) publications.

The most important activity in recruiting is conducting targeted outreach to prospective, qualified candidates that match the desired candidate profile. This activity is imperative, as many qualified candidates do not respond to advertisements for various reasons. In particular, in highly visible positions, such as Town Administrators, there is some concern about premature public disclosure of candidates, which could impact existing positions. A consultant-initiated contact can ease such concerns and expand the pool of candidates. The Consultant will conduct outreach by utilizing our "Community Paradigm Database" developed in part by:

- Our MMA professional network;
- Our ICMA professional network;
- A professional academic network through the region's MPA programs;
- Our professional and alumni networks.
- A recruiting network built up over the nearly fifty searches of the past five years.

Review of Applicants

6. Receipt of Résumés

Community Paradigm Associates will process applications and résumés to maintain confidentiality of each inquiry and application. This will ensure the greatest number of qualified candidates. It is our recommendation that any résumés sent to the Town, the Screening Committee, or the Selectboard be forwarded to the Consultant. The Consultant will acknowledge all résumés submitted by candidates.

7. Initial Review of Résumés

The Consultant will review all résumés to determine those which meet the Town's criteria as set forth in the parameters voted by the Selectboard within the Position Statement.

8. Screening Process: Review of Résumés and Assessment

The Consultant, summarizing each qualified applicant's experience, education and other notable information and following telephone interviews, preliminary background checks, and utilization of assessment tools as deemed appropriate, will prepare a confidential assessment of an anticipated 8-12 qualified candidates. This information will be reviewed with the Screening Committee on a confidential basis, as will advisement by the Consultant as to which candidates are the most qualified. These reviews will occur in executive session and, with the advice of the Consultant, the Screening Committee will select the candidates to be interviewed in executive session. It is recommended that the Screening Committee personally interview 7-9 candidates. Interviews would be expected to last 75-90 minutes. The consultant will provide the Screening Committee with all résumés received.

Initial Interviews

9. Screening Committee Interviews

The Consultant will assist the Screening Committee with the interview process. This will include the notifications to candidates and scheduling of interviews as well as assisting the Committee with the interviews, including methods of interviews, possible questions, assessment tools and candidate evaluations. The Committee should only interview candidates once as second interviews are required to occur in public session; and public interviews of candidates prior to being named a finalist could have a chilling effect upon applicants/candidates.

10. Selection of Finalists

At the completion of the initial interviews the Committee will need to determine which 3-4 candidates should be forwarded to the Selectboard as finalists. These finalists should NOT be ranked in any way as it can bias the process.

11. Reference and Background Review

The Consultant will obtain written authorization from each of the finalists acknowledging a desire to continue through the process and allowing for the Consultant to contact the finalists' provided professional references and to conduct a background review, including iCORI and education and employment verification. This process protects the finalists' confidentiality and the Town from any charge of violation of privacy.

12. Referral of Finalists

Upon completion of the Reference and Background review, the Consultant will meet again, as needed, with the Screening Committee for final referral of finalist names to the Selectboard. This step will allow for any modification to the chosen finalists if notable information is gathered during the background review. The Committee will take the final votes and publicly announce the finalists to the Selectboard and provide a report prepared by the Consultant that includes a short description of the candidate, a summary of reference information and copies of the finalists' cover letters and résumés.

Selectboard Selection

13. Finalist Interviews

The Consultant will assist the Selectboard with the interview process, including preparation, interview questions, assessments, scheduling of interviews, etc. The Board may choose to conduct two interviews, the first involving a preliminary introduction and review of credentials and experience; and a second meeting that follows time spent with members of the community and staff. The second interview could focus upon management style and thoughts and ideas regarding Wellfleet. This interview may also include the use of an assessment tool. In several communities an assessment was utilized whereby finalists were asked to make a presentation (oral and any existing documents) on a particular project or policy recommendation that they had brought forward in another community.

14. Staff Participation (Optional)

One beneficial approach to understanding the finalists' knowledge of municipal government and approach to managing the Town is to arrange for visits by the candidates with key staff and Town officials, and community leaders, and a tour of significant locations within the Town. This step will provide the candidates with a better sense of Wellfleet, the municipal organization, and the short- and long-term issues facing the Town. The consultant has organized variations of such visits in several communities including Amherst, Wellesley, Brewster, Shrewsbury, Boxborough, and Leicester.

15. Community Participation (Optional)

There is also an opportunity to engage the community during the selection process through informal meet and greet events, or facilitated community forums in which citizens can meet the finalists and ask questions about background and experience and general municipal management topics. The consultant has organized and facilitated similar forums in several communities including Amherst, Wellesley, Shrewsbury, Provincetown and Brewster.

16. Selection and Contract Negotiation

At the conclusion of Selectboard interviews, the Board will need to make a decision regarding the choice of the next Wellfleet Town Administrator. The Consultant will help with organizing the process of making that decision, including "site visits" to applicant communities, if deemed necessary. Any vote to offer the position of Town Administrator to an individual should be "conditioned" upon any additional background checks deemed necessary and the successful negotiation of a contract. The Consultant will assist with this process and provide valuable guidance in reaching a mutually beneficial agreement. It is strongly recommended that Town Counsel review an employment contract before execution.

TOWN OF WELLFLEET

SERVICES TO ASSIST WITH TOWN ADMINISTRATOR RECRUITING AND HIRING

PRICE PROPOSAL

The fee for services described within Community Paradigm Associates, LLC proposal dated February 12, 2020 is **\$9,500.00**, with \$2,375 payable at the conclusion of each phase:

- Phase 1: Preparation and Recruitment (Steps 1-5)
- Phase 2: Review of Applicants (Steps 6-8)
- Phase 3: Initial Interviews (Steps 9-12)
- Phase 4: Selectboard Selection (Steps 13-16)

The fee does not include expenses related to the search (advertisements, printing, miscellaneous, etc.), which will be paid directly by the Town or as reimbursement to the consultant with appropriate documentation. It is estimated that these costs will total approximately \$700.00.

Optional services related to preparation of a Position Profile in place of a Position Statement, as provided within the sample Recruiting Materials section of this proposal is an additional \$2,000. Fees for other optional services within the Proposed Approach are negotiable.



Bernard Lynch, Principal/Manager

February 12, 2020



COMMUNITY PARADIGM ASSOCIATES, LLC

MASSACHUSETTS MUNICIPAL EXECUTIVE RECRUITMENT CLIENT LIST

Client	Reference	Address	Phone #	Email Address
Provincetown, MA Town Manager	David Abramson Select Board Chair	260 Commercial St. Provincetown, MA 02657	508-470-0030	dabramson@provincetown- ma.gov
Bourne, MA Town Administrator	Judith Froman Board of Selectmen Chair	24 Perry Avenue Buzzards Bay, MA 02532	774-454-3951	jfroman@townofbourne.com
Brewster, MA Town Administrator	Mary Chaffee Select Board	2198 Main St. Brewster, MA 02631	508-896-3847	mchaffee@brewster-ma.gov
East Bridgewater, MA Town Administrator	William Dowling Board of Selectmen Chair	175 Central St. East Bridgewater, MA 02333	617-686-7101	williamdowling99@hotmail.com
Rockland, MA Town Administrator	Stacy Callahan Human Resources Director	242 Union St. Rockland, MA 02370	781-616-6836	scallahan@rockland-ma.gov
Rockland, MA Town Accountant	Stacy Callahan Human Resources Director	242 Union St. Rockland, MA 02370	781-616-6836	scallahan@rockland-ma.gov
Wayland, MA Town Administrator	Lea Anderson BOS Chair	41 Cochituate Rd Wayland, MA 01778	508-358-7701	landerson@wayland.ma.us
Norwood, MA General Manager	William Plasko Select Board	City Hall 1000 Commonwealth Avenue Newton, MA 02459	781-603-3679	bplasko@norwoodma.gov
Andover, MA Director of Elder Services	Jemma Lambert Director of Community Services	36 Bartlett St. Andover, MA 01810	978-623-8300	Jemma.lambert@andoverma.us
Bourne, MA Director of Finance	Thomas Guerino Former Town Administrator	24 Perry Ave. Buzzards Bay, MA 02532- 3441	508-509-1377	vtroncape@gmail.com
Weston, MA Town Manager	Tom Palmer Search Comm. Chair	11 Town House Rd Weston, MA 02493	781-786-5000	tom@tgpalmer.com
Natick, MA Town Administrator	Steve Levinsky Search Comm. Chairman	Town Offices 13 E. Central St., Natick, MA 01760	508-314-1695	levinskytasc@gmail.com
Amherst, MA Town Manager	Deborah Radway HR Director	4 Boltwood Ave. Amherst, MA 01002	413-345-8570	radwaydeb@gmail.com

Client	Reference	Address	Phone #	Email Address
Avon, MA Town Administrator	Steven Rose BOS Chair	65 East Main St. Avon, MA 02322	508-588-0414	srose@avon-ma.gov
Lynnfield, MA Town Administrator	Christopher Barrett Selectmen Chair (during search)	55 Summer St. Lynnfield, MA 01940	781-334-9410	cbarrett@town.lynnfield.ma.us
Northfield, MA Town Administrator	Tracy Rogers Selectboard Chair	69 Main St. Northfield, MA 01360	413-498-2901	Trogers.northfield@gmail.com
Bourne, MA Director of Finance	Thomas Guerino Former Town Administrator	24 Perry Ave. Buzzards Bay, MA 02532-3441	508-509-1377	vtroncape@gmail.com
Oxford, MA Town Manager	Cheryll LeBlanc BOS Vice Chair	325 Main St. Oxford, MA 01540	508-987-6027	Cheryll.Lebanc@gmail.com
Winchendon, MA Town Manager	Michael Barbaro BOS Chair	109 Front St., Winchendon, MA 01475	978-833-7069	MikeB@town.winchendon.ma.us
Norfolk, MA Town Planner	Scott Bragdon Human Resources Director	Town Hall, 1 Liberty Lane, Norfolk, MA 02056	508-541-2826	sbragdon@norfolk.ma.us
Stoughton, MA Town Manager	Robert O'Regan BOS Chairman	10 Pearl Street Stoughton, MA 02072	781-341-1300	roregan@stoughton-ma.gov
Walpole, MA Community Planning Director	James Johnson Town Administrator	135 School Street Walpole, MA 02081	508-660-7304	jjohnson@walpole-ma.gov
Becket, MA Town Administrator	Katherine Warden Search Committee Chair	557 Main St. Becket, MA 01223	518-466-1267	KWarden319@gmail.com
Rutland, MA Town Administrator	Sheila Dibbs BOS Chair	250 Main St. Rutland, MA 01543	508-886-4100	Shdibb@gmail.com
Adams, MA Town Administrator	Christine Hoyt Board of Selectmen	8 Park St. Adams, MA 01220	413-743-8300 Dept. #170	choyt@town.adams.ma.us
Sturbridge, MA Town Administrator	Mary Dowling Board of Selectmen	308 Main St. Sturbridge, MA 01566	508-347-2500	dowlingmsgb@aol.com
Norfolk, MA Town Administrator	Scott Bragdon HR Director	One Liberty Lane Norfolk, MA 02056	508-440-2826	sbragdon@norfolk.ma.us
Great Barrington, MA Town Manager	Steve Bannon Selectboard	334 Main St. Great Barrington, MA 01230	413-528-1619 ext. 2	scbannon@gmail.com
Lakeville, MA Town Administrator	Clorinda Dunphy Human Resources	346 Bedford St. Lakeville, MA 02347	508-946-8800	cdunphy@lakevillema.org
Marion, MA Town Administrator	Norman Hills BOS Chair	2 Spring St. Marion, MA 02738	508-317-5988	nhills@verizon.net
Westminster, MA Town Manager	Wayne Walker Board of Selectmen Chair	11 South St. Westminster, MA 01473	978-874-7400	wwalker@westminster-ma.gov

Client	Reference	Address	Phone #	Email Address
Dedham, MA Town Manager	Nancy Baker Interim Town Manager	26 Bryant St. Dedham, MA 02026	781-751-9102	nbaker@dedham-ma.gov
Longmeadow, MA Town Manager	Marie Angelides Select Board Chair	20 Williams St. Longmeadow, MA 01106	413-565-4110	mangelides@longmeadow.org
Topsfield, MA Town Administrator	John Spencer Board of Selectmen Chair	8 West Common St. Topsfield, MA 01983	978-887-1500	jspencer@topsfield-ma.gov
Uxbridge, MA Town Manager	Brian Plasko Board of Selectmen	21 South Main St. Uxbridge, MA 01569	508-797-7108	bplasko@uxbridge-ma.gov
Wellesley, MA Executive Director	Scott Szczebak HR Director	525 Washington St., Wellesley, MA 02482	781-431-1019	sszczebak@wellesleyma.gov
Boxborough, MA Town Administrator	Susan Bak Board of Selectmen Chair	Town Hall 29 Middle Road Boxborough, MA 01719	978-264-1712	smbak55@gmail.com
Ashland, MA Town Planner	Michael Herbert Town Manager	101 Main St. Ashland, MA 01721	508-881-0100 Ext. 7911	MHerbert@ashlandmass.com
Methuen, MA Chief Administrative and Financial Officer	Paul Fahey Chief of Staff	41 Pleasant St. Methuen, MA 01844	978-983-8505	pfahey@ci.methuen.ma.us
Palmer, MA Town Manager	Barbara Barry Town Council President	4417 Main St. Palmer, MA 01069	413-283-2131	Barbara.barry@comcast.net
Buckland, MA Town Administrator	Barry Del Castilho Select Board	17 State St. Shelburne Falls, MA 01370	413-695-8568	bdelcastilho@town.buckland.ma.us
Ipswich, MA Town Manager	William Craft Selectboard Chair	25 Green St. Ipswich, MA 01938	978-356-6604	craft@eatoncummings.com
Leicester, MA Town Administrator	Harry Brooks BOS Chairman	3 Washburn Sq., Leicester, MA 01524	508-782-8420	BrooksH@LeicesterMA.org
Plympton, MA Town Administrator	Christine Joy BOS Chairman	5 Palmer Road, Plympton, MA 02367	781-585-2700	cjoy@town.plympton.ma.us
Sudbury, MA Town Manager	Daniel Carty BOS Chairman	Flynn Building 278 Old Sudbury Rd Sudbury, MA 01776	978-639-3381	cartyd@sudbury.ma.us
Hamilton, MA Town Manager	Shawn Farrell BOS Chair	577 Bay Road Hamilton, MA 01936	978-626-5202	sfarrell@hamiltonma.gov
Shrewsbury, MA Town Manager	Maurice DePalo Selectman	100 Maple Ave., Shrewsbury, MA 01545	508-841-8504	moedepalo@townisp.com
Marlborough, MA Comptroller/ Treasurer	Nathan Boudreau Executive Aide	140 Main St. Marlborough, MA 01752	508-460-3770	nathan.boudreau@marlborough- ma.gov
Northborough, MA Senior Center Director	John Coderre Town Administrator	63 Main St. Northborough, MA 01532	508-393-5040	jcoderre@town.northborough.ma.us

Client	Reference	Address	Phone #	Email Address
Swampscott, MA Town Accountant	Sean Fitzgerald Town Administrator	22 Monument Ave. Swampscott, MA 01907	781-596-8850	sfitzgerald@swampscottma.gov
East Longmeadow, MA Town Manager	Kathleen Hill Council President	60 Center Square East Longmeadow MA 01028	413-525-5400	Kathleen.hill@eastlongmeadow.gov
Scituate, MA Sewer Superintendent	Patricia Vinchesi Town Administrator (Former)	600 Chief Justice Cushing Highway Scituate, MA 02066	413-531-4358	pvinchesi@pavincesi.com
Hopedale, MA Town Administrator	Brian Keyes Board of Selectmen	78 Hopedale St. Hopedale, MA 01747	508-634-2203 ext. 213	bkeyes@hopedale-ma.gov
North Attleborough, MA Town Manager	Keith Lapointe Town Council President	43 Washington St. North Attleborough, MA 02760	508-409-9953	klapointe@nattleboro.com

North Attleborough, MA – Town Manager



Position Statement

North Attleborough, MA (29,000 pop.), is a vibrant community located in southeastern Massachusetts, approximately 45 minutes from Boston, 15 minutes from Providence, R.I., and five miles from Gillette Stadium in Foxborough. A primarily residential community, it provides a small-town atmosphere along with significant retail and commercial sectors. North Attleborough has an AA rating, an FY20 budget of \$94 million, good public schools, and strong community spirit. Following the approval of a Home Rule Charter in April, which changed the form of government, North Attleborough is now led by a nine-member Town Council.

North Attleborough is seeking an experienced, energetic, and community-focused leader with excellent communication and collaboration skills to serve as its first Town Manager. Preferred candidates should have a Bachelor's degree (Master's preferred) in public administration or a related field and experience as a city/town manager or assistant city/town manager or equivalent, with demonstrated skills and abilities in municipal finance, economic development, communications, community planning, sustainability, and procurement. Candidates should have a proven record of leadership, be a strategic thinker, instill confidence and trust, and be able to build cooperative relationships with appointed/elected officials, residents, employees, and businesses. Candidates should be creative, enthusiastic, and support transparency in government.

Annual salary: \$185K+/-. The successful candidate will receive an attractive compensation package including health and retirement plans, commensurate with qualifications and experience. North Attleborough is an Equal Opportunity/Affirmative Action Employer.

Important Links:

- [Town of North Attleborough](#)
- [Town Charter](#)
- [General Bylaws](#)
- [Master Plan](#)
- [Route 1 Corridor Study](#)
- [Audited Financial Statements](#)
- [Audited Management Letters](#)
- [Annual Report](#)
- [FY20 Budget Documents](#)
- [Free Cash Policy](#)
- [North Attleborough Electric Department](#)



Challenges and Opportunities

Government

In April of this year, North Attleborough residents voted in favor of a [Charter](#) changing the Town's form of government to Town Council-Town Manager. There are nine elected members of the newly formed Town Council, which officially became the Town's legislative body in July. Previously, North Attleborough had a Board of Selectmen, representative Town Meeting, and Town Administrator. The successful candidate will become North Attleborough's first Town Manager and will be expected to assist the Town in moving forward with its new form of local government.

Master Plan

North Attleborough's [Master Plan](#) was completed in 2014 and the Town is committed to updating it. The updated version will serve as a blueprint for the future, guide regulatory changes, land use policies, budgeting decisions, and all community decision making. The next Town Manager will play an important role in updating and implementing this strategic plan. North Attleborough is currently considering becoming a Green Community which, if approved, will make it eligible for certain state grants.

Economic Development

The Town, which was once the location of numerous jewelry manufacturers, is poised for growth and economic development. North Attleborough's beautiful downtown has a number of open storefronts that the Town would like to see occupied. A \$7 million MassWorks grant application for downtown revitalization



has been submitted to the state and is awaiting a decision. Also, as in many communities, the mall in North Attleborough has experienced some store closures as retail establishments cope with ongoing competition from online sales. Three cannabis retail establishments are in the process of seeking state approvals. There are several brownfields sites in Town, some of which have established cleanup plans. The updated Master Plan, once completed, is expected to focus on balancing residential neighborhoods and open space

with the need for commercial, industrial, and retail investment. Future growth is needed to minimize the tax burden on residents. The Town has experienced flooding and storm issues and a [Hazard Mitigation Plan](#) was completed in July 2019. North Attleborough became a Complete Streets Community in December 2016 and updated its [Complete Streets Prioritization Plan](#) in March 2019.

Capital Planning

North Attleborough would like to have a complete facilities assessment conducted in the near future to assist in determining infrastructure needs. The [FY20 Capital Improvements Plan](#) can be reviewed online.

Finances

North Attleborough has an [FY20 budget](#) of approximately \$94 million and a Standard and Poor's rating of AA with a positive outlook. The Town is fiscally conservative, and the Town Manager will be expected to run a tight fiscal ship. The FY19 tax rate is \$14.24 for residential properties and \$17.48 for commercial and industrial. The average single-family tax bill in FY19 was \$5,503. Maintaining or improving North Attleborough's financial strength and bond rating while keeping tax increases to a minimum are priorities. Nearly 54% of the Town's revenue comes from the tax levy, with approximately 22% from state aid. In April 2018, voters approved a \$6.5 million override to Proposition 2 ½ to fund various needs, including hiring police and fire personnel and economic development support, restoring library hours, school infrastructure investments, maintaining school personnel, and addressing curriculum and technology needs as well as maintaining services in other departments. The Town is supportive of its public school system and the new Town Manager should work collaboratively with the school department.

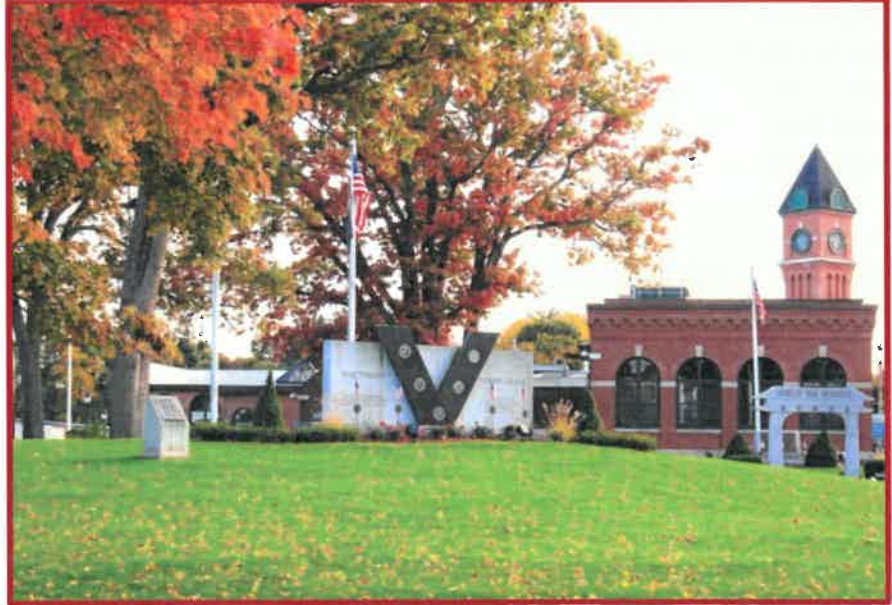
Electric Department

The [North Attleborough Electric Department](#) is owned by the people of North Attleborough and overseen by a five-member Board of Electric Commissioners. They represent the 13,500 customers and work collaboratively with the Town.

Recreation and Open Space

North Attleborough has an abundance of open space and recreation options. There are several ponds and lakes, including Greenwood Lake and Falls Pond, as well as a number of rivers and streams, such as Ten Mile River and Seven Mile River. An ice-skating pond, Titus Pond, is filled each winter by the Fire Department and maintained by the Rotary Club. World War I Memorial Park is the Town's largest park and features a petting zoo as well as soccer and lacrosse fields. Adjacent to the park is the Harold Burns Memorial Wildlife Arboretum, a 15-acre site that offers nature trails and unique bird observing. The Town's World War II Memorial is the site of North Attleborough's swimming pool which was funded by the veterans. There are a number of other parks, fields, and playgrounds in Town. Additionally, the North Attleborough Park & Recreation Department provides a wide variety of programs, including ski trips, digital game design and robotics classes, a theatre program, yoga classes, and numerous intramural sports programs. The Town's [Conservation, Recreation and Open Space Plan 2013-2020](#) can be accessed via its website.





The Ideal Candidate

- Bachelor's degree in field related to public management with a Master's degree in public administration preferred.
- Minimum of 5 years of experience as a city/town manager, assistant city/town manager, or equivalent public or private sector level experience.
- Skilled in financial management, economic development, communications, community planning, sustainability, and procurement.
- Able to achieve buy-in to a vision.
- Able to facilitate community growth.
- Collaborative, enthusiastic, transparent, team-oriented, innovative, and decisive.
- Knowledgeable of best practices.
- Skilled in use of traditional and modern communication tools.
- Committed to fostering diversity and inclusion in the organization.
- Community-focused, able to delegate effectively, morale-builder, analytical, creative problem solver, and organized.
- Approachable and open to new ideas.
- Action-oriented, have a strong work ethic, inspire trust and confidence, empower others, and enjoy working with people.

How To Apply

Send cover letters and résumés via email, in a single PDF, by Nov. 17, 2019, 5:00 p.m. to:

Apply@communityparadigm.com

**Subject: North Attleborough
Town Manager Search**

Questions regarding the position should be directed to:

Bernard Lynch, Principal
Community Paradigm Associates
Blynch@communityparadigm.com
978-621-6733

The Town of North Attleborough, Mass., is an Equal Opportunity/Affirmative Action Employer.



Provincetown, MA Town Manager



Community & Position Profile



COMMUNITY PARADIGM ASSOCIATES, LLC

The Community of Provincetown, Massachusetts

It's a new day in [Provincetown](#), Massachusetts, and the community is poised to take action on its opportunities and its challenges. This vibrant and historic Cape Cod community, located at the northern tip of the Cape Cod peninsula, is seeking an experienced and dynamic management professional with exceptional leadership, communication, and interpersonal skills to serve as its next Town Manager and to help the Town move in a new direction.



THE TOWN: Provincetown's origins date back to the arrival of the Pilgrims, who landed the Mayflower here in November 1620 before heading across the bay to Plymouth. Today, tourism is a vital part of Provincetown's economy and the Town is a popular destination for vacationers, artists, and writers. Provincetown is a small, close-knit community that experiences a significant influx of tourists and part-time residents. There are approximately 3,000 year-round residents, soaring to as many as 50,000 in the summer and 60,000 during Carnival in late August. [Provincetown Schools](#) is an International Baccalaureate World School for students in PreK-8. Residents have access to [Outer Cape Health Services](#) which has affiliations with major teaching hospitals in Boston and the Town is home to numerous nonprofits. In the summer, Provincetown is an international tourist hotspot, welcoming all visitors, and is popular with the LGBTQ community. The Town has an active nightlife and a vast array of galleries, restaurants, shops, and lodging options. Provincetown is working to increase its appeal as a year-round destination for tourists and is developing additional events and activities to attract more visitors during the colder months.

GEOGRAPHY: Provincetown has a total area of 17.5 square miles and is surrounded by the [Cape Cod National Seashore](#). Approximately 75% of the Town area lies inside the National Park. Provincetown is surrounded by water except due east, where it is bordered by Truro. It is bordered by Provincetown Harbor to the southeast, Cape Cod Bay to the south and west, Massachusetts Bay to the northwest and north, and the Atlantic Ocean to the northeast. It is 45 miles from Boston by air or sea, and 115 miles by road. The community is connected to Boston by seasonal high-speed ferry service and scheduled air service throughout the year. Provincetown has approximately 33 road miles and 21.3 miles of tidal shoreline. [Provincetown Municipal Airport](#) is located 10 minutes from the town center.

ASSESSED VALUES: Provincetown's total assessed value in FY2019 was approximately \$3.18 billion, according to the Massachusetts Department of Revenue's Division of Local Services. Residential properties, the majority of which serve as second homes, account for 85.1% of the Town's total assessed value, while commercial properties account for 13.8%, industrial 0.59%, and personal property 1.05%.

CENSUS DATA: According to U.S. Census estimates for 2018, Provincetown's racial composition is 86.7% white, 6.3% Hispanic or Latino, 4.1% two or more races, 1.9% Black or African American, and 1.0% Asian. The median household annual income in 2017 was approximately \$45,806. The median age of Provincetown's residents is approximately 56.5 years. Approximately 10.7% of residents live in households with incomes below the poverty level.

Government and Finance

SELECT BOARD: Provincetown's executive branch of government is a five-member [Select Board](#) that serves as the governing body of the Town. The [FY2020 Town Wide Goals and Objectives](#), as voted by the Board, can be reviewed on the Town's website.



COMMITTEES: Elected positions include: Board of Library Trustees, Charter Compliance Commission, Housing Authority, School Committee, and Town Moderator. A listing of various committees and respective appointing authorities is contained within Provincetown's [Annual Report](#).

TOWN MEETING: In accordance with its [Town Charter](#), Provincetown has an Open Town Meeting form of government. The Charter states that Annual Town Meeting shall be held on the first Monday of April each year, which must be opened with a quorum of at least 100 registered voters.

TOWN MANAGER: The Select Board appoints the [Town Manager](#) to serve as the Chief Administrative Officer of the Town, which includes overseeing the daily operations of the Town, implementing the policies adopted, and directing the work of Town staff. The role is also to provide leadership for Town programs and services to promote quality of life. The Town Manager works in partnership with the Select Board and must balance the required administrative duties with supporting and working with the Board to develop and implement a strategic vision for the Town. Provincetown's Assistant Town Manager, Department Heads, and staff provide the technical skills needed to operate the Town, allowing the Town Manager to focus on major projects as well as developing, in collaboration with the Board, the strategic vision. Provincetown has approximately 140-200 full-time and seasonal employees. [Town Manager Reports](#), generally submitted to the Select Board every two to four weeks, can be accessed online as can various [Town Project Updates](#).

FINANCIAL SNAPSHOT: The Town has a \$29.6 million [operating budget](#) for FY20, including approximately \$4.5 million for education. Additionally, the Water Enterprise Fund budget is approximately \$2.8 million, and the Wastewater Enterprise Fund budget is about \$4 million. The general fund debt service budget for FY20 is \$1,602,837, which is 5.41% of general fund revenues.

Standard & Poor's upgraded Provincetown to an AA+ rating, with a stable outlook, as stated in an April 2018 rating action. In FY20, local property taxes generated about 48.36% of revenue, while local receipts brought in 31.39%, other available revenue brought in 17.97%, and state aid was approximately 2.29% of the Town's total revenue. In FY19, the Town brought in approximately \$20.84 million in real estate tax receipts, \$203,000 in personal property tax receipts, and nearly \$208,000 in tax titles redeemed. Provincetown took in about \$3.12 million in parking receipts in FY19.

COUNTY GOVERNMENT: Provincetown is one of 15 Cape Cod towns in [Barnstable County](#). The [Cape Cod Commission](#) is the County's land use and planning agency. Its mission is to protect the unique values and quality of life on Cape Cod by coordinating a balanced relationship between environmental protection and economic progress. It assists with the development of regional plans, policies, regulations, and infrastructure to guide and manage growth and by supporting Cape Cod towns with professional and cost-effective planning and technical support services.

Challenges and Opportunities

Provincetown is evolving in myriad ways. Its demographics are shifting from a worker to a managerial community. The diversity of its residents and visitors – age, income, ethnicity – is increasing. The industry of [tourism](#), the economic engine that drives Provincetown, is progressing from a seasonal to a year-round business. The need for housing, particularly workforce housing, has reached a crisis level.

While tourism and housing require the greatest focus in Provincetown, a variety of other challenges and opportunities are tightly intertwined with them, including economic development, coastal resiliency, water, wastewater, and location. Provincetown's next Town Manager will be expected to tackle these critical issues with innovation and enthusiasm.

- **TOURISM**

[Tourism](#), which is a \$200+ million industry annually, plays an essential role in Provincetown's economy and its importance continues to grow. The Town's population booms during the warmer months. There are approximately 3,000 year-round residents, but from Memorial Day through Labor Day, the population can soar to as many as 60,000. The shoulder seasons are also busier nowadays, attracting tourists and seasonal residents during the late spring and early autumn months. Provincetown is striving to develop a sustainable year-round economy by nurturing and expanding the tourist season, increasing the number and types of events, promoting arts-related businesses, and supporting the ongoing development of aquaculture.

Provincetown is an open-minded, diverse community that celebrates individuality and freedom of expression. Tourists enjoy Provincetown's beaches, cultural activities, art galleries, restaurants, live music and artistic performances, and walking and bike trails.

There are 19 motels, 17 inns, two hotels, and numerous guest houses and bed and breakfast establishments in Town. In FY2019, the rooms occupancy tax brought in \$2.2 million in revenue and the meals tax brought in nearly \$654,000 in revenue. [Charts](#) detailing revenue gained via the rooms occupancy tax and meals tax from FY2008 through FY2019 can be found on the Town's website.

A [Tourism Economy Report](#) for calendar year 2018, created by the Provincetown Office of Tourism, can be found online. The report notes that visitor spending, as of 2018, has a three-year average growth trend of 3.5%, lodging 2.5%, and meals 4.1%. The August-October period remained the largest meal and lodging visitor spending with \$38 million spent on meals and \$17.2 million spent on licensed lodging. The Blue Economy is considered a growing opportunity and has sparked increasing activity in the harbor. This must continue to be developed. Moorings had a 26% increase and the Commercial Pier revenue increased by 355% in calendar year 2018.

Trackable consumer spending – including meals, rooms, and retail sales – in Provincetown for the five years from 2012 through 2016 totaled slightly more than \$707 million. The Town's [Five-Year Tourism Plan](#) is available on its website.

- **HOUSING**

The need for new and different types of housing has reached crisis levels in Provincetown. The community recognizes it has a desperate need to develop housing that is financially attainable for year-round residents and local employees. Year-round residents and workers, seasonal hires, tourists, and part-time residents all compete for housing stock in a market that has undergone drastic changes in terms of usage and price in recent years. The Town is striving to increase availability in year-round housing that is attainable for its local workers as well as to incentivize rentals that seasonal workers and year-round residents can afford. Provincetown realizes that a long-term solution for this critical issue requires hiring a Town Manager with creative thinking and out-of-the-box ideas.

A [project](#) now in the predevelopment stage will result in the razing of a former Veterans of Foreign Wars building to be replaced with year-round housing units. Another innovative and ongoing project is the 28-unit Harbor Hill housing complex. Provincetown purchased the complex at auction and is using Year-Round Market Rate Rental Housing Trust funds to renovate it into community-run market-rate housing units, which is the first project of its kind in Massachusetts.

There are 2,448 condominiums and 863 single-family homes in Provincetown as well as 197 two-family homes and 44 three-family homes. There are 4,883 residential parcels in Town. More than 62% of all residences are second homes with tax bills sent to addresses outside of Provincetown. Provincetown's location at the tip of Cape Cod makes it a highly desirable community for those interested in purchasing a vacation home or income property. The lack of developable land also pushes housing prices higher. Locating year-round housing in town could be one of the next Town Manager's first personal challenges and the Board of Selectmen will strive to assist with the successful candidate's relocation efforts. A detailed report on Provincetown's [Housing Needs and Challenges](#) and a 2014 [Housing Action Plan](#) can be reviewed on the Town's website.

- **ECONOMIC DEVELOPMENT**

A [Community Development Action Plan](#) for Provincetown, designed to help it create a more sustainable economy, was completed in July 2019. The 2018 [Harbor Management Plan](#), detailing the importance of the harbor and piers for the Town's future, can be reviewed online. In collaboration with AIA Center for Communities by Design and the New England Municipal Sustainability Network, the Town developed the [Provincetown 365](#) plan, which was completed in November 2014. The plan emphasizes residents' desire to develop a resilient community, with more market-rate and attainable housing and a stronger year-round economy. Incorporated in the Town's recent goals is continuing support for local aquaculture efforts, including improvements to the shellfish nursery program. The goal of building and supporting the Blue Economy in Provincetown includes a strategy of developing and improving resources to provide the region with quality aquaculture products. To accomplish this, necessary improvements involve rebuilding piers and floating docks, expanding ice capacity, additional cranes, and better offloading products sites on the Town pier.

- **LOCATION**

Provincetown has a compact urban character yet can feel somewhat isolated, particularly during the winter months, given its location at the northern tip of Cape Cod. While it is located at the end of the Cape Cod peninsula, residents say it can feel more like living on an island. Provincetown's year-round residents are a close-knit group of people who tend to be highly involved with Town. Residents are dedicated, resilient, have strong opinions, and a deep attachment to the community and region. Year-round residents don't just happen to reside in Provincetown; they are there because they made a conscious decision to make this coastal community their home.

- **COASTAL RESILIENCY**

The impacts of climate change and rising sea levels are of critical importance in Provincetown. The Town already has experienced major flooding problems and the potential for loss of wetlands, ecosystem changes, infrastructure failure, bluff erosion, island breaching, and water quality reduction are real concerns that must be immediately addressed through strategic planning. There is a recognized need to mitigate real and potential impacts, minimize uncertainties, and increase self-sufficiency. The Town Manager needs to be a leader in these efforts. A June 2016 report on [Increasing Coastal Resiliency and Reducing Infrastructure Vulnerability](#) can be accessed online.

- **HARBOR & PIERS**

The Provincetown [Harbor](#), MacMillan Pier, Provincetown Marina, and waterfront are vibrant areas that are of critical importance to residents, workers, and visitors. The Harbor is a natural deep-water harbor that is two miles wide and welcomes ships of all sizes. Ferries, sailboats, motorboats, fishing boats, and yachts all make use of the area. Ferries, recreational and commercial fishing vessels, and whale and seal watching boats often depart from the pier and marina. The Town's [Harbor Management Plan](#) can be viewed online.



- **CAPITAL NEEDS**

There are some current capital needs in Provincetown. The existing police station needs replacement and a site has been determined. The funding mechanism for a new station was narrowly rejected by voters at April's Town Meeting and the issue is expected to be revisited in the near future. Another important project for the Town is the ongoing sewer expansion. Approximately 50% of Provincetown has tied into municipal sewers, but the system is near capacity and creating additional capacity is a challenge. The current lack of capacity is preventing economic development and must be resolved. The Town's FY2020 five-year [Capital Improvement Plan](#) can be reviewed on its website.

- **OPEN SPACE AND RECREATION**

Provincetown has access to an abundance of open space and recreational opportunities. It is a compact, seaside community with expansive coastal sand dunes. Dunes cover approximately 8,500 acres from Provincetown to Chatham. Given the Town's coastal location, fishing, shell fishing, birdwatching, seal and whale watching, boating, surfing, and swimming are popular pastimes as are hiking and bike riding on local trails and in the [Cape Cod National Seashore](#). Provincetown is the cultural and commercial anchor for the Outer Cape, home to numerous shops, galleries, nightclubs, theaters, restaurants, and lodging options. Provincetown's [Open Space and Recreation Plan](#) was completed in 2012 and can be accessed via the Town's website.

- **EDUCATION**

[Provincetown Schools](#) is an International Baccalaureate World School providing both Primary Years and Middle Years Programs for about 100 students in grades PreK-8. Provincetown's high school students may attend [Nauset Regional High School](#), [Sturgis Charter Public School](#) (also an International Baccalaureate school), or [Cape Cod Regional Technical High School](#). Childcare costs for children from ages four weeks through PreK is funded by Provincetown, which helps to encourage young families to locate here.

- **MUNICIPAL AIRPORT & TRANSPORTATION**

Provincetown owns and leases the operation of a municipal airport which link the community to more than 60 North American cities, including Boston. [Provincetown Municipal Airport](#) is a 10-minute ride from Provincetown's center and offers daily 20-minute flights to and from Boston. It is 45 miles to and from Boston by air or sea, and 115 miles by road. The community is also connected to Boston by seasonal high-speed ferry service.

- **SPECIALIZATIONS**

Given its location, Provincetown offers its Town Manager the opportunity to oversee several relatively specialized departments that most communities cannot provide. The Tourism, Shellfish, and Harbor & Pier Departments will allow the next Manager to gain knowledge and experience that is fairly unique in the municipal management field. Additionally, as parking is at a premium in Provincetown, the Parking Department is considerably more active and vital to the community than in many other municipalities.

- **CITIZEN ENGAGEMENT**

Provincetown's citizens are highly engaged with their community. Residents with considerable knowledge and valuable experience in both the private and public sectors serve on boards and committees, making their expertise available to the Town Manager and the community. They are able to provide institutional knowledge and assistance that can help guide the Town Manager in making recommendations and decisions. Many of the Town's board and committee meetings can be viewed [online](#). Maintaining a strong and collaborative relationship among residents, businesspeople, employees, and volunteers is important to the success of the community. The next Town Manager must be politically savvy, a highly skilled communicator, and have a strong belief in transparency.



Ideal Candidate Qualifications

COMPETENCIES: The Provincetown Select Board is seeking a dynamic and innovative Town Manager with adaptive leadership abilities, exceptional communication skills, and municipal management experience. The successful candidate:

- should demonstrate prior success in leading a complex municipal organization and be competent in all areas of municipal management and operations, but especially in communications, finance, economic and community development, personnel administration, and collective bargaining.
- must be an active and engaged listener, willing to hear the ideas, recommendations, and thoughts of officials, residents, visitors, business owners, and staff members and is expected to maintain an open-door policy and willingly engage in meaningful dialogue with officials, residents, visitors, business owners, and staff members.
- should have experience with a tourism-based economy and dealing with housing challenges; should have experience developing and working with public/private partnerships.
- must have exceptionally strong verbal and written communication and presentation skills; must be able to speak articulately, clearly, and concisely.
- must be a visionary problem-solver who comes up with bold ideas for the staff to implement and be an innovative, strategic, and dynamic leader who employs a teamwork approach.
- should be enthusiastic and strive to build morale and is expected to be inclusive, collaborative, ethical, and committed to transparency in government.
- must be politically savvy and skilled in developing relationships and team building and is expected to be knowledgeable about municipal management best practices.
- must be able to develop and sustain credible relations with year-round and part-time residents, staff, business owners, and board/committee members and must treat all staff, residents, and board and committee members fairly and equally.
- must be able to delegate effectively, mentor department heads, and provide support and motivation to ensure continued high performance and professional growth for Town employees.
- must be compassionate, dedicated, organized and patient, have a strong work ethic, and inspire trust and confidence; and must lead by example, have effective conflict resolution skills, and be motivated and respectful.
- must have the ability to effectively explain complex issues to individuals, committees, and citizens and be a creative problem-solver who is accessible, open to new ideas, and a consensus-builder.
- must be a strategic thinker, particularly in regard to housing, tourism, economic and community development, community engagement, and project management.
- should be a community unifier who manages projects in a participatory manner and must enjoy engaging with community members, including working alongside volunteers and helping to develop, and attending, Town events and activities.

EDUCATION AND EXPERIENCE:

- The successful candidate will possess a bachelor's degree, and preferably a master's degree, in public administration, business management, or a related field.
- A minimum of three years of experience in a compensated managerial municipal position is required, and experience serving as a municipal department head, Assistant Town Manager, or Town Manager is preferred. If the educational qualification is waived by the Board of Selectmen, the professional qualification must include at least nine years compensated service in public administration with at least six at a managerial level, and experience serving as a department head, Assistant Town Manager, or Town Manager is preferred.



Compensation Package

The Town of Provincetown will offer an employment agreement and compensation package that is competitive with comparable area communities, with an annual salary of \$185,000 to \$195,000, commensurate with qualifications. An attractive benefits package, including health and retirement plans, is part of the Town Manager's total compensation. Residency within Provincetown is required. The Town is prepared to negotiate a housing allowance as part of the compensation package.



How To Apply

Interested applicants should submit a cover letter and résumé, in confidence, by October 19, 2019, 5:00 p.m., via email to:

Apply@communityparadigm.com

Subject: Provincetown Town Manager Search

Please submit a single PDF containing both cover letter and résumé.

Following the closing date, résumés will be reviewed according to the outlined qualifications. The Provincetown Town Manager Search Committee will interview the most qualified candidates in confidence. Based upon these interviews, finalists will be chosen for further evaluation and reference checks and will then be forwarded to the Select Board. Finalists will be contacted for references and approval of background reviews before their selection is advanced to the Select Board. The Provincetown Select Board will select the Town Manager.

Questions regarding the position should be directed to:

Bernard Lynch, Principal
Community Paradigm Associates
Blynch@communityparadigm.com
978-621-6733

The Town of Provincetown, Mass., is an Equal Opportunity Employer.



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 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.

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

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 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 (2019)
- City of Methuen, Chief Administrative and Finance Officer (2019)
- Town of Ashland, Town Planner (2019)
- Town of Palmer, Town Manager (2019)
- Town of East Bridgewater, Town Administrator (2019)
- Town of Dedham, Town Manager (2019)
- Town of Coventry, RI, Town Manager (Ongoing)
- City of Pittsfield, Director of Public Services (2019)
- Town of Westwood, Town Administrator (2019)
- Town of Westminster, Town Administrator (2019)
- Town of Longmeadow, Town Manager (2019)
- Town of Uxbridge, Town Manager (2019)
- Town of Bourne, Town Administrator (2019)
- Town of Topsfield, Town Administrator (2019)
- Town of Provincetown, Town Manager (2019)
- Town of North Attleborough, Town Manager (2020)
- Town of East Longmeadow, Town Manager (2019)
- Town of Sudbury, Town Manager (2020)
- Town of Pembroke, Town Manager (Ongoing)
- Town of Hopedale, Town Administrator (Ongoing)
- Town of Andover, Director of Elder Services (2019)
- Town of Mattapoisett, Town Administrator (2020)
- Town of Swampscott, Town Accountant (Ongoing)
- Town of Truro, Town Manager (Ongoing)
- Town of Northborough, Senior Center Director (Ongoing)
- City of Marlborough, Comptroller (Ongoing)
- Town of Mattapoisett, Library Director (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)
- Massachusetts Police Accreditation Commission, Director of Field Operations (2019)
- Merrimack Valley Planning Commission, Executive Director (2020)

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
- Massachusetts Municipal Management Association: Strategic Planning
- Town of Millis: Operational Review of Town Clerk Office
- Town of Andover: Government Study
- Town of Andover: Senior Management Classification and Compensation Plan
- Town of Millis: DPW Assessment Study
- Town of Norwood: Workforce Development Board Organizational Structure

Non-Profit/Private Sector Projects

- Axuda, Inc.: 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



SELECTBOARD

IV

AGENDA ACTION REQUEST
Meeting Date: February 25, 2020

BOARD/COMMITTEE APPOINTMENTS AND UPDATES – A

REQUESTED BY:	Police Chief
DESIRED ACTION:	Approval of Employment Contract for Police Lieutenant
PROPOSED MOTION:	I move to approve the promotion of Sargent Kevin LaRocco to Lieutenant and authorize the Town Administrator to sign the employment contract.
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____

**CONTRACT BETWEEN THE TOWN OF WELLFLEET
and
POLICE LIEUTENANT KEVIN LaROCCO**

This agreement made between the Town of Wellfleet (hereinafter the "Town") and Lieutenant Kevin LaRocco of the Wellfleet Police Department (hereinafter the "Lieutenant").

The Town and the Lieutenant hereby agree that the following terms and condition shall govern the salary and fringe benefits payable under this contract to which said Lieutenant shall be entitled to as Lieutenant.

Section I, Hours of Work:

The Lieutenant shall work the so-called 4 + 2 work schedule consisting of four days of work and two days off or other schedule by mutual agreement between the Chief and Lieutenant.

Section II, Overtime:

The Lieutenant will not be eligible to receive overtime pay, unless funded outside the Police Department with the approval of the Chief.

Section III, Compensatory Time:

The Lieutenant is entitled to compensatory time off granted at the same rate as overtime for time worked in excess of a normal workday or workweek.

Section IV, Compensation:

Subject to annual appropriation, the Town agrees to pay the Lieutenant an annual base salary of \$122,369 from February 26, 2019 through June 30, 2020.

<u>Effective Date</u>	<u>Salary</u>
July 1, 2020	\$126,040
July 1, 2021	\$129,821
July 1, 2022	\$133,716

These salaries include any and all Quinn Bill and educational incentive payments.

In the event that the Chief of Police is incapacitated for a period of thirty (30) days, or in the event that said incapacitation is anticipated, or the Chief of Police is unable to carry out his duties, the Town agrees to open this section to discuss the salary, duties and responsibilities so they are commensurate with the situation.

Section V, Benefits:

- a. The Lieutenant shall be entitled to enroll in the Town's health, life, disability and dental insurance programs, with the Town contributing toward the cost of said programs at the current contribution rate (65% for health insurance). He shall also be able to participate in the deferred compensation program.

- b. The Lieutenant shall be entitled to two (2) vacation days per month. In the case of death, the payment due shall be made to a surviving spouse or designated beneficiary or to the estate.
- c. The Lieutenant shall be entitled to one (1) personal leave day each year of the contract to attend to matters that cannot be transacted at any other time. The personal day will be awarded each July 1 of the contract.
- d. The Lieutenant shall be entitled to one-and-one-quarter (1.25) days of sick leave per month. The Lieutenant will be eligible for and have access to the Town's Sick Leave Bank by contributing one-quarter (1/4) day of sick leave to the Bank each month. The Lieutenant upon separation of employment for retirement, disability, death, or resignation, shall be entitled to cash payment at the (then) rate of pay for 25% of his unused accumulated sick days. In the case of death, the payment due shall be made to a surviving spouse, or to a designated beneficiary or to the estate.
- e. The Lieutenant shall receive all official Town holidays. The Lieutenant has the option of requesting and, if granted, receiving the Holiday off, or receiving the Holiday day's pay, or receiving a day-off in lieu of the Holiday, to be taken off with the approval of the Chief of Police. Holidays saved shall be taken off prior to the end of the fiscal year that the Holiday occurred or the employee shall be paid for the Holiday.
- f. The Lieutenant will be entitled to bereavement leave without loss of pay for the death in his immediate family for a period of five (5) days. For the purpose of this section, immediate family shall include a spouse or domestic partner, child, step-child, parents, step-parents, parents-in-law, grandparents, grandchildren, brother, sister, step-brother, step-sister, brother-in-law, and sister-in-law.
- g. In the event the Lieutenant serves as a juror in a federal court or in the Courts of the Commonwealth, he shall receive from the Town full pay, exclusive of any travel or other allowance or pay for serving in the jury.
- h. The Lieutenant shall receive the following longevity stipend: \$750 shall be paid annually on the Lieutenant's anniversary date of hire. For years 20-24 the stipend will be \$1,000, for years 25-29 the stipend will be \$1,250 and 30 years the stipend will be \$1,500 on the anniversary date of hire.
- i. The Lieutenant shall receive a \$1,000 annual uniform allowance.
- j. All Financial benefits are subject to annual appropriations.

Section VI, Private Details:

The Lieutenant shall be eligible to work private details in accordance with the provisions defined in the Wellfleet Police Federation collective bargaining agreement.

Section VII, Modification:

This agreement may be modified at any time by mutual agreement between the Town and the Lieutenant.

Section VIII, Reduction in Benefits or Rank:

The Lieutenant shall not be discharged, suspended, or demoted without just cause.

The Town agrees that it shall not reduce the salary, compensation or other benefits of the Lieutenant's position, except to the extent that such reduction is applied to all members of the Police Department. If the Lieutenant position is removed, the Lieutenant will assume the position and compensation of top step Sergeant.

Section IX, Sever Ability of Provisions:

If any clause or provision of this contract shall be determined to be illegal by a court of competent jurisdiction, the remainder of this contract shall not be affected thereby.

Section X, Duration:

Subject to annual appropriation, this agreement shall run from February 26, 2020 through June 30, 2023 Either party wishing to negotiate a new contract will inform the other party in writing and until a satisfactory condition is reached in the matter of such changes, the original provisions of this contract shall remain in full force and effect.

Section XI, Indemnification:

- A. To the extent allowed under G.L. c. 258, the Town shall defend, save harmless and indemnify the Lieutenant against any tort, professional liability, claim or demand, or other legal action, whether groundless or otherwise arising out of an alleged act or omission occurring in the performance of his duties as Lieutenant, provided that the Lieutenant has acted in good faith, without gross negligence or misconduct and within the authority of his position as Lieutenant, even if said claim has been made following his termination from employment. The Lieutenant shall be indemnified in accordance with the provisions of Section 13 of Chapter 258 of the General Laws. The Lieutenant agrees to promptly notify the Town of any such claim and to cooperate fully with Counsel designated by the Town to handle such claim. The Town may obtain such insurance to cover its obligations hereunder as it deems appropriate.

- B. To the extent allowed under G.L. c. 258, the Town shall reimburse the Lieutenant for reasonable attorney fees and costs incurred by the Lieutenant in connection with such claims or suits involving the Lieutenant in his professional capacity. The Board shall not, however, be required to pay costs or attorney fees of any proceedings in the case of any allegations brought by the board under the removal provisions of this contract or Massachusetts General Laws.

- C. This section shall survive the termination of this Agreement.

Agreed upon this 25th day of February, 2020.

Kevin LaRocco, Police Lieutenant

WELLFLEET SELECT BOARD:

Janet Reinhart

Helen Miranda Wilson

Kathleen Bacon

Justina Carlson

Michael DeVasto

Town of Wellfleet
Police Department

February 6, 2020

To: Wellfleet Select Board
From: Chief Michael P. Hurley

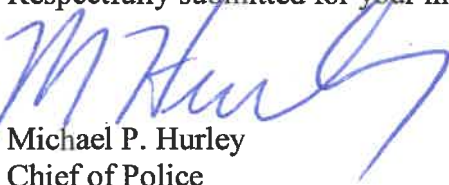
Subject: PROMOTION OF SGT. KEVIN LAROCCO TO THE POSITION OF
LIEUTENANT

I request Sgt. Kevin Larocco be promoted to the position of Lieutenant within the Wellfleet Police Department. Over the past few months, I have conducted a promotional process involving three Sergeants. The first phase was to request a letter of interest as to why the Sergeant feels he should be selected and promoted. Second, a panel comprised of command staff from three lower cape police departments conducted an in-person interview with all three candidates. Finally, I conducted a one on one interview and a review of their personnel records along with their career accomplishments. After undertaking this process, I feel that Sgt. Kevin Larocco is the best candidate and would proudly serve the residents and visitors to the Town of Wellfleet and the Wellfleet Police Department (attached is his letter of interest).

Sgt. Kevin Larocco summary of information:

May 2007	Hired as a Summer Police Officer
November 2007	Hired as a full time Dispatcher
July 2011	Hired as full time Police Officer
April 2013	Trained as an Accident Reconstructionist
September 2016	Developed & Implemented Department's FTO Program
September 2017	Promoted to Sergeant

Respectfully submitted for your information and consideration.



Michael P. Hurley
Chief of Police

cc: Dan Hoort, Town Administrator
Jennifer Congel, Assistant Town Clerk

To: Chief Michael P. Hurley
From: Sergeant Kevin M. LaRocco
Subject: Letter of Interest
Date: December 15, 2019

Chief Hurley,

I would like to formally be considered for the Lieutenant's position. Following is my letter of interest, which outlines my training and experience with the Wellfleet Police Department over the last thirteen years. My resume is attached.

Having worked as a police officer for nine years, and with the department over the last thirteen, I've been privileged to grow in my current role as Sergeant, learning and working with others to become a responsible leader and an example for other officers.

I believe that my work ethic, coupled with my ability to effectively give direction and take command, puts me in a position to be a strong candidate for Lieutenant.

I'm proud of my history, both personally and with the Department. My career started at the age of 19, when I began my own landscaping company, which eventually wound up employing 14 people. The experience of being a business owner was invaluable, as I learned about juggling personnel management, equipment maintenance, and scheduling. Much of that experience has been useful in my position here in Wellfleet.

As an officer, one of my early accomplishments was the construction of an FTO program. I wrote policy and procedure, submitted to Chief Fisette, and the program has since been implemented department-wide.

Since being promoted to sergeant, I continue to grow as a strong leader, having completed additional training from the FBI LEEDA and other leadership seminars over the last two years. I continue to earn respect from officers and build team skills within the department. In addition to the above, I have successfully accomplished the following:

- I've trained as part of the Cape Cod Regional Accident Reconstruction Team
- I've trained and become a Child Safety Seat Technician to conduct safety seat checks, and have written two state grants and received monies for Child Passenger Safety and Highway Safety Traffic Enforcement

- I've participated in many community building programs (Shop with A Cop, Coffee with A Cop, Toys for Tots, etc.)
- I've created a Field Training Program for Junior Officers and Probationary New Hires
- I've recreated the summer officer program for 2019
- I've completed a lengthy list of certifications (please see my resume, attached, for details.)

I also believe I have the softer skills that are critical to a long-term ranking position within the Department. I interact personally with our officers to ensure a good working environment, providing direction and supervision on every shift I work. I encourage all of them to work directly and often with the community to continue building relationships - and I set a positive example by engaging with the community whenever I'm able. I bring an avid willingness to learn, and cooperative enthusiasm to team projects. I bring compassion – not only to the department, but to the community. I bring commitment to conflict resolution, and the ability to handle stressful situations that involve difficult people calmly and with authority. I bring the assurance that officers can always call me for direction or assistance 24 hours a day.

One goal I set when being promoted to Sergeant was to continue my education so I could continue to be successful as a leader and continue to be promoted. I've kept that commitment, enrolling in Criminal Justice courses at Cape Cod Community College just after my promotion. For the last two years I have worked over sixty hours a week, managed a family life at home, and stayed current with my course work. As of today, I am only three courses away from an Associate's Degree in Criminal Justice - and I am already enrolled in those last three classes. My plan is to continue classes to earn a bachelor's degree and eventually a master's degree. When I have a goal, I don't stop until I reach it.

My current focus as Sergeant includes continuing to foster strong community connections by being visible and taking every opportunity to connect with our residents. I have taken on more day-to-day tasks over the last year, scheduling and coordinating all shift work assignments, vacations, training and overtime. I'm working on growing the Field Training Program, so that all Wellfleet officers have a similar mindset and mode of conduct within the Department and within our community. I believe this is what makes our department outstanding.

While I see the Wellfleet Police Department as a strong, cohesive organization there is always room for growth and improvement.

Retention is an increasing concern. In order to keep good officers in town, I believe we need to offer them the opportunity to acquire additional training in their fields of interest, and provide them with the leeway to grow within their chosen specialties.

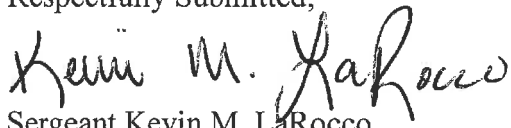
In order to do this, though, we need to find ways to increase the budget for education and training. The Wellfleet Police Department's training budget is likely one of the smallest on the Cape. Training for our officers is paramount. Over the next couple years, I would like to work on finding funds and opportunities to increase training for officers, toward the betterment of the community.

One man shift coverage has been a problem since I have been with the department, I understand that it is not scheduled or planned to have one-man coverage, but at times, especially during the winter months when personnel take their accrued time off, shifts will fall to one-man coverage. I believe this is a safety issue for our officers and a liability for our town. I'd like to study the appropriation of funds to reduce and eventually eliminate one-man shifts.

My determination to continue the strengthening of our department, combined with my demonstrated commitment to grow my career in Wellfleet have led me to apply for this position as Lieutenant. It's my hope that I can provide the leadership under which current and future officers can work together to make Wellfleet a more safe, harmonious community.

Thank you for considering me as a candidate; I look forward to the opportunity to speak more at length with you about my application.

Respectfully Submitted,


Sergeant Kevin M. LaRocco

Kevin M. LaRocco

Summary

- Police Sergeant with thirteen years in law enforcement, including assisting citizens, investigating accidents and conducting routine patrols. Police Officer highly effective at taking leadership direction from superiors, as well as mentoring junior officers. Believes that a willingness to learn and an emphasis on teamwork are essential qualities of successful law enforcement officers.

Education

DIPLOMA | 1992-1996 | DENNIS YARMOUTH HIGH SCHOOL

18 CREDITS | 1996-1997 | BECKER COLLEGE

51 CREDITS | 2018- 2019 | CAPE COD COMMUNITY COLLEGE

- Related coursework: Business Management
- Currently working on an Associate's degree in Criminal Justice & Law Enforcement Certificate

Skills & Abilities

ACCIDENT RECONSTRUCTION

- Investigating, analyzing, and drawing conclusions about the causes and events during a vehicle collision. Reconstructionists are to conduct in-depth collision analysis and reconstruction to identify the collision causation and contributing factors in different types of collisions, including the role of the driver, vehicle, roadway and the environment

CHILD PASSENGER SAFETY SEAT TECHNICIAN

- Knowledge to work by conducting child safety seat checks, where parents and caregivers receive hands-on assistance with proper use of child restraint systems and safety belts.
Apply and receive state grants for equipment
Work with other departments and disperse child safety seats

COMMUNITY POLICING

- Working with the community and building great relationships.
Problem solving
Holding events: Shop with a Cop, Coffee with a Cop, Toys for Tots.

FIELD TRAINING OFFICER

- Responsible for the training and evaluation of a new junior or probationary hire
Creating a program for the Wellfleet Police Department

Experience

KB LANDSCAPE CONSTRUCTION, INC. | OWNER/OPERATOR | 1996-2006

- Managed a team of 14 employees. Trained new employees of functions of land design and usage of company standards.
Negotiated and acquired numerous contracts while supervising crews to assure clients expectations are exceeded.
Monitored company costs and employee schedules
Maintained equipment and inventory of supplies

RESERVE POLICE OFFICER | WELLFLEET POLICE DEPARTMENT | MAY 2007- NOVEMBER 2007

- Assisted full time officers with motor vehicle accidents, traffic control, booking procedures, along with daily calls for service. Patrolled downtown on bicycle and on foot.

RESERVE POLICE OFFICER | ORLEANS POLICE DEPARTMENT | JUNE 2007- SEPTEMBER 2007

- Assisted with traffic control in downtown area on bicycle and on foot. Monitored/patrolled beaches

POLICE/FIRE/EMS DISPATCHER | WELLFLEET POLICE DEPARTMENT | NOVEMBER 2007- JULY 2011

- Receive emergency and non-emergency calls record significant information. Address problems and requests by transmitting information or providing solutions. Receive and dispatch officers, fire or EMS to calls according to urgency and importance. Use radio, phone or computer to send equipment, vehicles or other field units to appropriate locations. Provide officers with information for traffic stops. Enter data into computer system and maintain logs and record of all calls, activities and other information

POLICE OFFICER | WELLFLEET POLICE DEPARTMENT | JULY 2011- SEPTEMBER 2017

- Respond to daily calls for service, perform traffic stops, gather preliminary investigation information as a first responder to crime scenes, directed traffic during emergency and congested situations, Instructed suspects on field sobriety tests and used portable equipment to perform tests, prepared cases for trial and appeared and testified in court as a witness, wrote reports on arrests made, activities performed and unusual incidents, wrote detailed accident reports, organize community service events, such as ice cream citations for kid wearing helmets, shop with a cop, Toys for tots, coffee with a cop

POLICE SERGEANT | WELLFLEET POLICE DEPARTMENT | SEPTEMBER 2017-CURRENT

- Responsible for supervising patrol officers and maintaining the chain of command within the operations of the department. Responsible for developing training programs for department personnel, preparing special reports or projects as assigned, receiving and reviewing reports. Implementing orders, investigating police misconduct, maintaining discipline and ensuring the punctuality of officers. Works under the direction of the Police Lieutenant.

2019 Certification

MUNIICIPAL POLICE TRAINING COMMITTEE

- Reserve/Intermittent Police Officers October 2006-January200

NEW MEXICO TECH RESEARCH AND TESTING CENTER

- Incident Response to Terrorist Bombings January, 2007

POWER PHONE 911

- Advanced Fire Dispatch April, 2010

POWER PHONE 911

- Protecting Law Enforcement Responders May, 2010

COMMONWEALTH OF MASSACHUSETTS STATE 911

- Handling Calls for Missing and Exploited Children October 2010

COMMONWEALTH OF MASSACHUSETTS STATE POLICE

- Basic Firearms safety July, 2011

MUNICIPAL POLICE TRAINING COMMITTEE

- Basic Training Course for Police Officers
53rd Municipal Police Officers Class July 2011-December 2011

MUNICIPAL POLICE TRAINING COMMITTEE

- Police Traffic Radar Operator December, 2011

MUNICIPAL POLICE TRAINING COMMITTEE / FBI

- Officer Safety and Street Survival April, 2012

INSTITUTE OF POLICE TECHNOLOGY AND MANAGEMENT

- At-Scene Traffic Crash/ Traffic Homicide Investigation February, 2013
- Collision Reconstruction Course 1

INSTITUTE OF POLICE TECHNOLOGY AND MANAGEMENT

- Advanced Traffic Crash Investigation March, 2013
- Collision Reconstruction Course 2

INSTITUTE OF POLICE TECHNOLOGY AND MANAGEMENT

- Traffic Crash Reconstruction April, 2013
- Collision Reconstruction Course 3

TASER TRAINING ACADEMY

- Electrical Weapon Taser X2 June, 2013

NORTHEAST DIAGRAMMING SERVICES

- Crash Zone Basic and Intermediate Diagramming December, 2013

NORTHEAST DIAGRAMMING SERVICES

- Cad Zone advanced Course March, 2014

NATIONAL CHILD PASSENGER SAFETY

- Certified Child Safety Seat Technician April, 2014

MUNICIPAL POLICE INSTITUTE

- Firearms legal May, 2014
- MIRCS Operator/ Firearms processing officer

CAPE COD REGIONAL LAW ENFORCEMENT COUNCIL

- Time, Distance and avoidance
- Collision Reconstruction course December, 2015

VIRGINIA CENTER FOR POLICING INNOVATION

- Community Policing Defined January, 2015

INSTITUTE OF POLICE TECHNOLOGY AND MANAGEMENT

- Pedestrian / Bicycle Crash Investigation May, 2015
- Collision Reconstruction Course

MUNICIPAL POLICE INSTITUTE

- Field Training Officer Program September, 2016

MUNICIPAL POLICE TRAINING COMMITTEE

- MPTC First- Line Supervisors Training May, 2018

FBI LEEDA - Supervisor Leadership

October, 2019

Municipal Police Training Committee

November, 2019

- Pre-Incident Stress Debriefing 3

Courses Scheduled within the next 6 months

- FBI LEEDA - Command Leadership January, 2019
- FBI LEEDA - Executive Leadership To be scheduled



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 25, 2020

IV

BOARD/COMMITTEE APPOINTMENTS AND UPDATES – B

REQUESTED BY:	Police Chief
DESIRED ACTION:	Appointment of Special Police Officer
PROPOSED MOTION:	I move to appoint Alex Flaxman as a Special Police Officer for the term beginning May 11, 2020 and ending June 30, 2021.
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____

Town of Wellfleet
Police Department

February 18, 2020

To: Wellfleet Select Board
From: Chief Michael P. Hurley

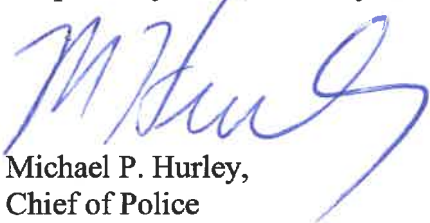
Subject: SPECIAL POLICE OFFICER APPOINTMENT

I request the following individual(s) be appointed as a Special Police Officer.

Appointment Period: May 11, 2020 through June 30, 2021

Alex Flaxman

Respectfully submitted for your information and consideration.



Michael P. Hurley,
Chief of Police

cc: Dan Hoort, Town Administrator
Jennifer Congel, Assistant Town Clerk

**WELLFLEET POLICE DEPARTMENT
SUMMARY SHEET OF APPLICANT'S INFORMATION**

Applicant's Name: Flaxman Alex R
(Last) (First) (Middle)

The following information is a summary of information provided as part of a 10 page application packet. The entire application is available for your review if you so desire.

I PERSONAL HISTORY

Address: 22 Davis Street
(Number & Street)
Seekonk MA 02124
(City/Town) (State) (Zip)

II EDUCATION

	School Name, Address and Phone Number	Graduated Yes/No	Number of Years Attended	Degree	Major
High School	Moses Brown School 250 Lloyd Avenue Providence, RI	Yes	4	Yes	Diploma
Undergraduate	Brandeis University 415 South Street Waltham, MA	No	1 ½	May 2022	Film
Graduate					
Other					

- b. Have you attended or are attending a Reserve Police Academy? Yes [XX] No [] If yes, give details to include completion date: August 10th, 2019
- c. Have you attended or are attending a Full Time Police Academy? Yes [] No [XX] If yes, give details to include completion date: _____
- d. Do you have a First Responder certificate? Yes [XX] No [] Exp. Date: 8/22
- e. Do you have a CPR certificate? Yes [XX] No [] Exp. Date: 7/21

- f. List any special abilities, interests, sports or hobbies along with degrees of proficiency:
Computer repair, music production, Spanish Culture (Traveling), community service, Sports (soccer/football), physical activity (running/gym)
- g. List any special equipment or computer systems with which you have experience.
Police Radar, baton, OC Spray, CPR/First Responder, proficiency Mac and PC systems, some police experience.

III EMPLOYMENT HISTORY

Dates		Name, Address and Telephone of Employment	Rates of Pay		Supervisor's Name and Title
From Mo./Yr.	To Mo./Yr.		Start	Finish	
10/19	N/A	Newton Auxiliary Police 1321 Washington Street Newton, MA			Deputy Jeffrey Silton
Reason for Leaving: N/A					

Dates		Name, Address and Telephone of Employment	Rates of Pay		Supervisor's Name and Title
From Mo./Yr.	To Mo./Yr.		Start	Finish	
09/19	N/A	Brandeis University Public Safety 415 South Street, Waltham, MA			Misha Melnikas, Head of Operations
Reason for Leaving: Pursue career in law enforcement					

Dates		Name, Address and Telephone of Employment	Rates of Pay		Supervisor's Name and Title
From Mo./Yr.	To Mo./Yr.		Start	Finish	
Reason for Leaving:					

- b. Have you ever been disciplined or forced to resign because of misconduct or unsatisfactory employment? Yes [] No [XX] If yes, give details:

- c. Are you eligible for rehire with each of your former employers? Yes [XX] No [] If no, please explain: _____



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 25, 2020

IV

BOARD/COMMITTEE APPOINTMENTS AND UPDATES – C

REQUESTED BY:	Principal Clerk
DESIRED ACTION:	Appointment of Olga Kahn as an alternate member to the Planning Board
PROPOSED MOTION:	I move to appoint Olga Kahn as an (alternate) member to the Planning Board to fill a term ending June 30, 2021.
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____

Charge: AS VOTED BY ANNUAL TOWN MEETING ON APRIL 24, 2018 UNDER ARTICLE 30

3-6-3 The Selectboard shall have the power to appoint:

(c) seven members and two alternate members of a Planning Board;

8-6-2 The Planning Board shall make recommendations to the Town Meeting and to the Town Administrator on all matters concerning the physical, economic, and environmental development of the Town.

8-6-2a The Planning Board shall exercise such powers and duties as are prescribed by MGL, this Charter, and bylaws.

****Beth Singer has not completed a waiver for her absence of 4 consecutive meetings within 30 days – a regular position is open****



TOWN OF WELFLEET
APPLICATION FOR TOWN BOARDS & COMMITTEES MEMBERSHIP

Wellfleet depends on its citizens to carry out many of our government's activities. Your community needs your help. *Please volunteer.*

FILL OUT THE FORM BELOW and mail it to:

Wellfleet Selectmen's Office, Town Hall, 300 Main Street, Wellfleet, MA 02667

Name OLGA KAHN Date 1-16-20

Mailing Address 30 Marsh View
Wellfleet, MA 02667

Phone (Home) _____ (cell) 781 454-9686

E-mail olgakahn@gmail.com

Please describe briefly any work experience, including volunteer service, that you feel would be useful to the Town: _____

More than 30 years of architectural work experience.
I have served on the Wellfleet Housing Authority,
Planning Board, Historical Commission and
Historic Review Board (before it was folded into the Historical
Commission).

Please add any other information that you think may be useful, including education or other formal training, specialized courses, professional licenses or certifications, etc.:

M. Arch, M.I.T. School of Architecture & Planning
Registered Architect (now retired)
Construction Supervisors License (now retired)

Committees/Boards of Interest: 1) Planning Board - alternate



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 25, 2020

IV

BOARD/COMMITTEE APPOINTMENTS AND UPDATES – D

REQUESTED BY:	Town Administrator
DESIRED ACTION:	Appointment of Jennifer Congel as Town Clerk and approval of contract
PROPOSED MOTION:	I move to appoint Jennifer Congel as Town Clerk, approve the employment contract, and authorize the Town Administrator to sign the contract.
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____

EMPLOYMENT AGREEMENT
BETWEEN
TOWN OF WELLFLEET
AND
JENNIFER CONGEL

THIS AGREEMENT made and entered into this 1st day of January, 2020 by and between the Town of Wellfleet, Commonwealth of Massachusetts, a municipal corporation, hereinafter called the "Town", acting by and through its Selectboard, hereinafter called "Board" and Jennifer Congel, hereinafter called the "Employee."

WITNESSETH:

WHEREAS, the Town desires to employ the services of said Employee as the Town Clerk of the Town of Wellfleet;

WHEREAS, it is the desire of the Board to contract for the salary and benefits of said Employee;

WHEREAS, it is the desire of the Board to retain the services of the Employee, and to provide inducement for the Employee to remain in such employment; and

WHEREAS, the Employee, agrees to accept employment as the Town Clerk of said Town.

NOW, THEREFORE, in consideration of the mutual covenants contained herein, the parties agree as follows:

Section I – Function and Duties of the "position".

The Town hereby offers to employ said Town Clerk of said Town, and the Employee accepts said offer. The Town Clerk shall perform the duties specified in the Town Clerk job description, Attachment #1, such additional duties as are imposed upon the position by law and other such duties as the Town Administrator may from time to time legally assign to the Employee.

Section II – Term.

This Agreement shall become effective on January 1, 2020 and shall be in full force and effect until June 30, 2023, subject to Sections III and XIV of the Agreement and subject to sufficient appropriation of funds.

Section III – Salary and Longevity

- A. Effective January 1, 2020 the Town agrees to pay the Employee for services rendered under this Agreement, an annual base of \$71,791. Salary shall be payable in regular installments at the same time as other employees of the Town are paid. Effective July 1, 2020 the base salary shall increase to \$74,304. Effective July 1, 2021 the base salary shall increase to \$76,904. Effective July 1, 2022 the base salary shall increase to \$79,596.
- B. Employee shall receive a longevity bonus, based on anniversary date, according to the following schedule: \$375 after five (5) years of continuous service and an additional \$50 per year for the next four years, increase to \$700 on the tenth (10th) year with an additional \$100 annually added thereafter. The longevity bonus shall be paid on the first payroll following the anniversary date to those who qualify by length of continuous service.

Section IV – Termination

- A. In the event the Employee voluntarily terminates employment with the Town before expiration of the term of this Agreement, the Employee shall give the Town one (1) month's written notice in advance, unless the parties agree otherwise. A copy of the resignation shall be filed with the Town Clerk and Town Administrator.

Section V – Performance Evaluation

The Town Administrator shall review and evaluate the performance of the Employee at least annually. Said review and evaluation shall be in accordance with the goals and objectives developed jointly by the Town Administrator and the Employee. Further, the Town Administrator shall provide the Employee with a summary written statement of the findings of the Town Administrator and provide an adequate opportunity for the Employee to discuss the evaluation with the Town Administrator.

Section VI – Benefits

- A. The Employee shall receive the following benefits: Health Insurance, Life Insurance, Vacation, Sick Leave, Holiday Leave, Bereavement Leave, Personal Leave, Jury Duty, Expenses – such as meals, mileage, tolls, parking, disability and retirement as provided for under the Town Contributory Retirement System. All benefits shall be made available upon commencement of employment with the Town and shall cease upon termination of employment with the Town, excepting only such benefits as survive by operation of law.
- B. Vacation Leave. Employee shall be entitled to vacation as specified in the Town's Personnel Manual, but not less than 15 days per year. No more than five days may be carried over from one year to the next unless agreed to by the Town Administrator.
- C. Sick Leave - Employee shall earn sick leave on the basis of one and one quarter (1¼) days for each full month of continuous employment for a total of fifteen (15) days per year.
- D. Holiday Leave – Employee shall be granted the following holidays:
- New Year's Day
 - Martin Luther King Day
 - President's Day
 - Patriots Day
 - Memorial Day
 - Independence Day
 - Labor Day
 - Columbus Day
 - Veterans Day
 - Thanksgiving Day
 - Friday after Thanksgiving
 - Christmas Day
- E. Bereavement Leave – Personnel Manual guidelines apply.
- F. Personal Leave – Two days per calendar year
- G. Jury Duty – Personnel Manual guidelines apply.

- H. Reimbursable Expenses. Mileage governed by General Bylaws, Article V, Section 2. Meal reimbursement governed by Board of Selectmen's Policy. Meal reimbursement shall not include reimbursement for alcoholic beverages. All reimbursement requests other than for mileage shall be supported by receipts.
- I. Subject to the sufficiency of appropriation, the Town Administrator may extend additional benefits to the Employee as he determines appropriate.

Section VII – Professional Development

- A. The Town shall pay the Employee's registration fee(s), travel and reasonable subsistence expenses to attend the Massachusetts Municipal Association annual meeting.
- B. The Town agrees to pay for the registration, travel and reasonable subsistence expenses of the Employee for educational courses, institutes and seminars that are necessary for her professional development and for the good of the Town, subject to the prior approval of the Town Administrator.
- C. Should the Employee attend approved professional conferences, time spent at such conferences shall not be deducted from the Employee's vacation or other personal leave.

Section VIII – Dues and Subscriptions

- A. The Town agrees to budget and pay for the professional dues and subscriptions of the Employee necessary for membership in any organizations deemed necessary and desirable for her continued professional participation, and for the good of the Town provided that the Town Administrator will first review and approve such additional dues and subscriptions.

Section IX – Indemnification

- A. The Town shall defend, save harmless and indemnify the Employee against any tort, professional liability, claim or demand, or other legal action, whether groundless or otherwise arising out of an alleged act or omission occurring in the performance of her duties as Town Clerk, provided that the Employee has acted in good faith, without gross negligence or misconduct and within the authority of her position as the Town Clerk, even if said claim has been made following termination from employment. The Employee shall be indemnified in accordance with the provisions of Section 13 of Chapter 258 of the General Laws. The Employee agrees to promptly notify the Town of any such claim and to cooperate fully with Counsel designated by the Town to handle such claim. The Town may obtain such insurance to cover its obligations hereunder as it deems appropriate.
- B. The Town shall reimburse the Employee for reasonable attorney's fees and costs incurred by the Employee in connection with such claims or suits arising out of the Employee acting in the Employee's professional capacity.
- C. This section shall survive the termination of this Agreement.

Section X – Bonding

The Town shall bear the full cost of any fidelity or other bonds required of the employee.

C. If any provision, or any portion thereof, contained in this Agreement is held unconstitutional, invalid or unenforceable, the remainder of this Agreement, or portion thereof, shall be deemed severable, shall not be affected, and shall remain in full force and effect.

IN WITNESS WHEREOF, the Town of Wellfleet, Massachusetts, has caused this Agreement to be signed and executed on its behalf by its Town Administrator, duly authorized by its Selectboard, and the Employee has signed and executed this Agreement, both in duplicate, the day and first above written.

TOWN OF WELLFLEET

EMPLOYEE

Daniel R. Hoort
Town Administrator

Jennifer Congel
Town Clerk



BOARD OF SELECTMEN

AGENDA ACTION REQUEST
Meeting Date: February 25, 2020

V

USE OF TOWN PROPERTY – A

REQUESTED BY:	Principal Clerk
DESIRED ACTION:	Approval of the use of Town owned property on Saturday and Sunday, October 17 & 18, 2020
PROPOSED MOTION:	<p>I move to approve the use of Town-owned property for Wellfleet OysterFest on October 19th and 20th, 2019 subject to the conditions, if any, as listed on the application form for a fee of \$_____.</p> <p>(charged \$3,000 in 2019)</p>
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____



20-11

Wellfleet Select Board
300 Main Street
Wellfleet, MA 02660

FEB - 7 2020

February 7, 2020

Dear Select Board Members,

As you know the 19th annual Wellfleet OysterFest was highly attended and had issues with security. As a result, the SPAT Board immediately formed a Public Safety Committee to evaluate the challenges, to make recommendations for moving forward and to develop an enhanced safety plan for the 2020 event. This committee is comprised of several SPAT Board members and staff, Police Chief Hurley, Fire Chief Pauley and Lt. Cappello. The security team is confident that the changes proposed in the attached Use of Town Property Application will greatly alleviate safety concerns for all.

Wellfleet SPAT respectfully submits the attached Use of Town Property Application for the Wellfleet OysterFest to be held in October 17 & 18, 2020 and a two-day Beer and Wine License for the event. This year's application proposes the safety enhancements outlined below and illustrated on the draft event map to resolve concerns.

- A more professional and experienced security firm has been hired (Green Mountain Concert Services) and will provide double the amount of guards as the previous company. The security company will provide complete security services within the festival so that the Wellfleet Police can patrol the outside of the 'Fest and perform their regular duties.
- An independent consultant specializing in Emergency Operations Planning will be hired to develop a comprehensive public safety plan that addresses crowd control, emergency evacuation, crisis communication and management as well as other special situations. The consultant will be on site during the event to liaise with police, fire, security personnel, event staff and to help implement the plan.
- ~~Expand the festival down Holbrook Avenue from Main Street to Chequessett Neck Road~~ to relieve congestion at the event. (Vehicular traffic would be routed from Briar Lane to West Main St.)
- A third admission gate would be added at Holbrook and Chequessett.
- Establishments with their own alcohol permits (retail or pouring/on-premise) will be fenced-off to control outside alcohol from entering the 'Fest.
- ~~A secondary beer garden is requested in the rear of the town parking lot across from Wellfleet Preservation Hall.~~

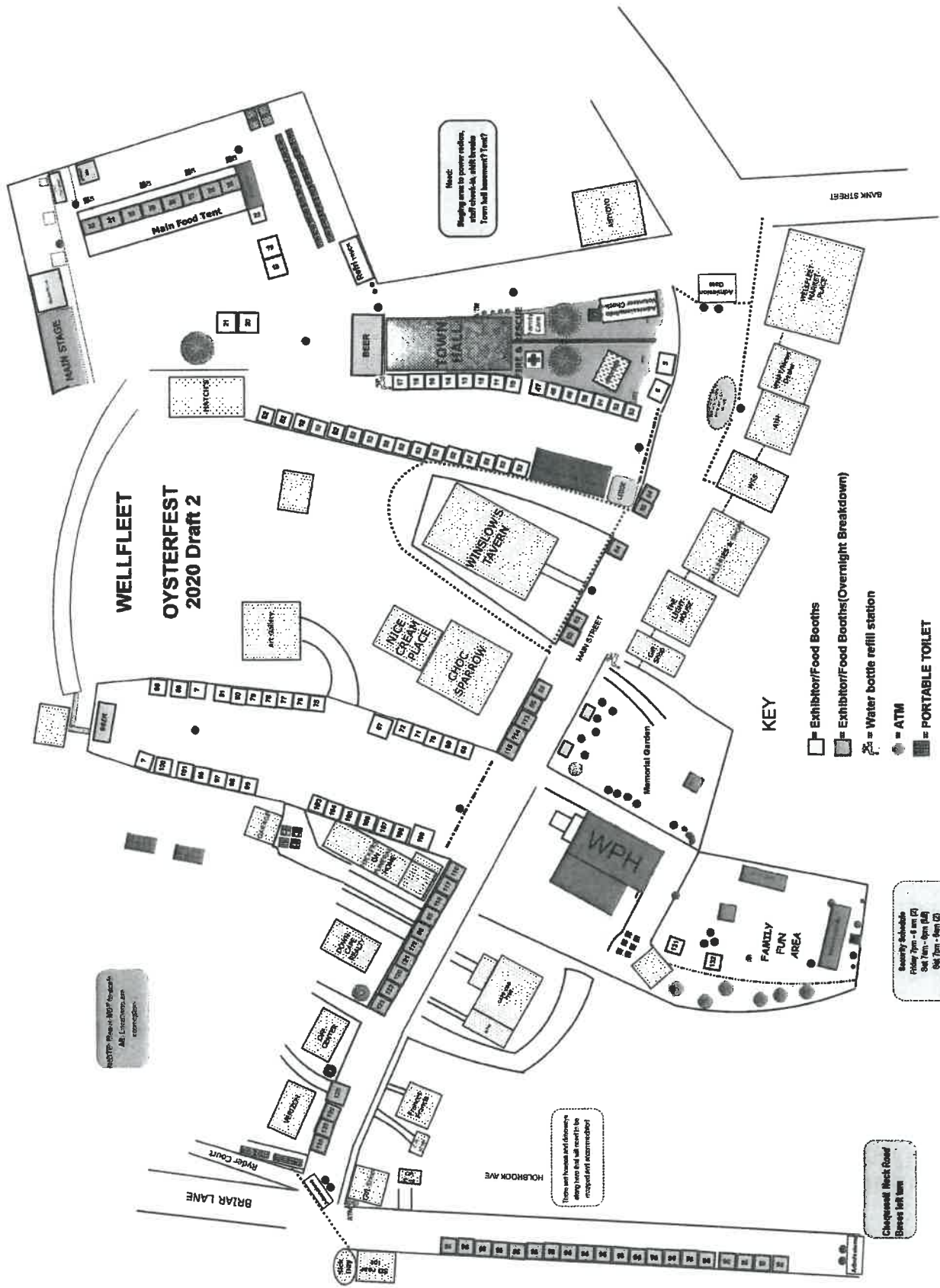
Thank you in advance for your consideration. SPAT Board of Directors and staff appreciate the town's support of SPAT's programs and mission to foster Wellfleet's shellfishing and community.

Respectfully submitted,

Michele

Michele Insley
SPAT Executive Director

Wellfleet SPAT, Shellfish Promotion and Tasting, Inc. • P. O. Box 2156 • Wellfleet, MA 02667
508.349.3499 • www.wellfleetspat.org



WELLFLEET OYSTERFEST 2020 Draft 2

Notes:
 - Blasting area to power cables, staff check-in, shift breaks
 - Town hall basement? Tent?

Security Schedule
 Friday 7pm - 8 am (C)
 Sat 7am - 9pm (A/B)
 Sat 7pm - 8am (C)
 Sun 7 am - 9pm (A/B)

KEY

- ☐ Exhibitor/Food Booths
- ☐ Exhibitor/Food Booths (Overnight Breakdown)
- 🚰 Water bottle refill station
- 🏧 ATM
- 🚻 PORTABLE TOILET
- ⋯ Beer/Wine Boundary
- ⋯ Security Fence
- Security Personnel stations - 18 positions
 + supervisors/manager
 + night shift

NOTIFY: Register with WPH
 All Livestock and
 equipment

There are two houses and adjacent
 sleep units that will need to be
 mapped and recommended

Checkered West Road
 Boxes left turn

MAIN STAGE

Main Food Tent

BEER

YOUTH HALL

WINO'S TAVERN

NICE CREAM PLACE
 CHOC SPANNOU

Memorial Garden

WPH

FAMILY FUN AREA

WICKS

ARTS

ARTS

WELLFLEET MARKET

BANK STREET

MAIN STREET

HOUSHOWN AVE

BRIAR LANE
 RYDER COURT

APPLICATION FOR PERMIT TO USE TOWN OWNED PROPERTY

**TOWN OF WELLFLEET
300 MAIN STREET
WELLFLEET, MA 02667**

Applicant Wellfleet SPAT, Inc.

Affiliation or Group: 2020 Wellfleet OysterFest

Telephone Number 508-349-3499

Mailing Address PO Box 2156, Wellfleet, MA 02667

Email address gisele@wellfleetspat.org

Town Property to be used (include specific area)

- Town Hall and WPH Parking Lots
- Town Hall front lawn (for Admission, First Aid and Family Care tents)
- Main Street from Bank St. to Holbrook Ave. This will include a fencing barrier from the Market Place to the Spirit Shop that prevents direct access into the Festival. There will be an 'Exit Only' opening aligned with the existing wheelchair accessible break in the curb that will be monitored by police officer, with support from security staff.
- Holbrook Ave from Main Street to Chequessett Neck Road inclusive.
- The grounds in the rear of Wellfleet Preservation Hall (arranged through a separate agreement with WPH)
- The Live for Lou Memorial Garden
- Town parking lot at the intersection of Bank and Commercial Streets (for bicycle parking and portable restrooms)
- A small area of Town Pier near Harbormaster's Building (for portable restrooms and trash receptacles)
- All ocean beach parking lots including Mayo Beach Lot. SPAT will provide all of the infrastructure for these areas including shuttle bus transportation and portable restrooms. SPAT will charge cars a \$10 fee to park at the beach parking lots. Wellfleet residents with a valid beach or transfer station sticker and SPAT volunteers can park free. The Mayo Beach parking area as granted, remains free.
- Approximately 15 spaces in the Mayo Beach Parking Lot will be reserved for cars with a handicap tag.
- Town Hall Conference room on the second floor for use by Event Organizers for administrative duties.
- Town Hall Conference room in the basement for use by Event, Police, Fire and Security Personnel for public safety meetings.
- Town water to fill water barrels as ballast for tents, hand-wash stations and public water-bottle refilling stations.

Date(s) and hours of use: October 13-19, 2020

- 12:00AM TUESDAY 10/13/2020 THROUGH 12:00AM TUESDAY 10/20/2020: Town Hall Lot (from North side of Town Hall Building towards Squire's Pond) WILL BE CLOSED TO PUBLIC AND NO PARKING ALLOWED DURING INFRASTRUCTURE SET UP. HANDICAPPED AND ADMINISTRATIVE STAFF PARKING WILL BE AVAILABLE ON TUESDAY AND WEDNESDAY, OCTOBER 13 & 14, 2020.
- 12:00PM TUESDAY 10/13/2020: Storage container delivered to Town Hall Lot.
- 8:00AM WEDNESDAY 10/14/2020 THROUGH 5:00PM: Main Stage delivered to Town Hall Lot and erected.

- 8:00AM WEDNESDAY 10/14/2020 THROUGH 5:00PM THURSDAY 10/15/2020: Tents delivered and erected in Town Hall Lot and front lawn and Wellfleet Preservation Hall grounds.
- 12:00AM THURSDAY 10/15/2020 THROUGH 12:00AM TUESDAY 10/20/2020: Town Hall Lot (from North side of Town Hall Building towards Squire's Pond) WILL BE CLOSED AND ABSOLUTELY NO PARKING WILL BE ALLOWED as parked cars SEVERELY IMPEDE SET-UP and breakdown. Please note that the handicapped ramp in the rear of Town Hall will be kept free and clear from event equipment during business hours (weekdays, 8am – 4pm). As in the past, SPAT will accommodate special parking needs.
- 12:00AM FRIDAY 10/16/2020 THROUGH 12:00PM MONDAY 10/19/2020: Main St. Parking Lot across from Wellfleet Preservation Hall WILL BE CLOSED AND NO PARKING ALLOWED - TOWING SIGNS POSTED. Please note that in consideration to Preservation Hall and their programs SPAT will permit limited parking in the lot on Friday afternoon and evening.
- 8:00AM FRIDAY 10/16/2020 THROUGH 6:00PM SUNDAY 10/18/2020: Town Parking Lot at Bank and Commercial Streets will be barricaded by the Wellfleet Police and DPW for bicycle parking over festival weekend.
- 9:00AM FRIDAY 10/16/2020 THROUGH 5:00PM: Refrigerated Beer truck and draft trailer delivered and placed for the weekend.
- NO STREET PARKING - Saturday 10/17/2020 5:00AM through 7:00 PM and Sunday 10/18/2020 5:00 AM through 7:00PM in the following locations: Main St. from Bank Street to Holbrook Ave. and Holbrook Ave from Main Street to Chequessett Neck Road. We request that the Wellfleet Police Department monitor this and tow any cars that have parked overnight in either parking lot or on the street by 5am each morning.
- 9:00AM FRIDAY 10/16/2020 THROUGH 10:00AM MONDAY 10/19/2020 – Town Hall Conference Room on second floor. USED BY EVENT ORGANIZERS FOR ADMINISTRATIVE DUTIES
- 7:00AM SATURDAY 10/17/2020 THROUGH 6:00PM SUNDAY 10/18/2020- Town Hall Conference Room in basement. USED FOR POLICE, FIRE, SAFETY AND EVENT ORGANIZER HEADQUARTERS.
- 8:00AM MONDAY 10/19/2020 THROUGH 6:00PM TUESDAY 10/20/2020: Main stage, tents and all other infrastructure removed from event site.

Describe activity including purpose, number of persons involved, equipment to be used, parking arrangements, food/beverage service, etc. Also, please indicate if fees will be charged by applicant.

- Wellfleet OysterFest, a two day public street festival, will include: raw bars, food vendors, beer and wine (by separate permit), art and craft exhibitors, a Family Fun Area, educational lectures at the Wellfleet Public Library, shellfish farm tours, culinary programs at Wellfleet Preservation Hall, and main stage activities and live music featuring the annual Shuck Off. Additional beer garden to be located at the rear of parking lot across from Preservation Hall.
- All hand sinks, portable restrooms and fire safety equipment located at the event site outlined within the permit application will be provided by SPAT and inspected by town agencies.
- SPAT requests the support of the DPW to prepare event site (by mowing lawns and delivering equipment to be determined at a logistical planning meeting with Town Department Heads and SPAT staff) and cleaning up from event (by picking up specified equipment and sweeping the street and parking lots).
- SPAT agrees to pay for all town services utilized in the production of this event including permit fees, police and fire details, DPW support services, town water used for the event and transfer station dump fees.
- Fees: Admission will be charged for adults each day. Children 12 and under will be admitted free. Wellfleet residents and veterans will be admitted free on Sunday with valid identification.

Permits to be obtained:

- Building (Tents)
- Board of Health (Temp Food and Sanitation)

- Electric (Power)
- Two-Day Beer/Wine Permit

Additional:

- Planning meetings with all Town Department Heads
- Planning with Fire Department and Public Safety to on-board new Security Firm and work with SPAT hired consultants to develop a new Emergency Evacuation and Egress Plans
- The newly developed Emergency Evacuation and Egress Plans will be in effect and widely distributed.

Describe any Town services requested (police details, DPW assistance, etc.)

Department of Public Works

- Mow grounds
- Deliver saw horses and concrete sign holders Town Hall Lawn, Frazier to disperse
- Deliver generator to Main Food Tent
- Close Town Hall and beach parking lot restrooms
- Post Fest parking lot and street sweeping

Police Department

- Work with SPAT to develop security and traffic plans
- Police details throughout the weekend including site security, cash security, open and close traffic flow and pedestrian traffic near churches
- Arrange for highway signs (3)
- Install barrier fences as needed

Fire Department

- Work with SPAT to develop Emergency Evacuation and Egress Plans
- Provide staff necessary for emergency services including First Aid Tent, ambulances, etc.
- Deliver light tower to Main Stage
- Secure fire escape to Town Hall

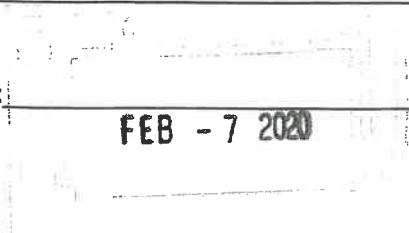
NOTE TO APPLICANTS: All applications must be accompanied by a non-refundable \$50.00 processing fee. Applications must be received at least 30 days prior to the first event date to ensure that all reviews can be completed prior to the event. This application is only for permission to use Town property. Any additional licenses, such as food service permit, etc., may be required and it is the applicant's responsibility to secure the same.

Action by the Board of Selectmen:

_____ Approved as submitted

_____ Approved with the following condition(s): _____


_____ Disapproved for following reason(s): _____

Date: 

Processing Fee: _____ \$50.00

Fee: _____ 3,000 ²

APPLICANT IS RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND INSPECTIONS

Health/Conservation Agent: Comments/Condition: Permits/Inspections:	Inspector of Buildings: Comments/Conditions: Permits/Inspections needed:
HILLARY WILL HAVE TO SIGN OFF, NOT HERE UNTIL NEXT WEEK	 02.18.20

Police Department: Comments/Conditions: Permits/Inspections:	Fire Department: Comments/Conditions: Permits/Inspections needed:
M. Hung 2-13-20 currently finishing Security Plan Police Details as determined by chief of police	R. M. J. 2.18.20 JK

DPW: Comments/Conditions:	Community Services Director: Comments/Conditions:
M. Vance 2/19/20	S. G. Thomas OK 2-19-20

Harbormaster: Comments/Conditions:	Shellfish: Comments/Conditions:
	Mary Tuth

Recreation: Comments/Conditions:	Town Administrator: Comments/Conditions:
	Daniel R. Hoort FEB 7 - 2020



BOARD OF SELECTMEN

AGENDA ACTION REQUEST
Meeting Date: February 25, 2020

V

USE OF TOWN PROPERTY – B

REQUESTED BY:	Principal Clerk
DESIRED ACTION:	Approval of the use of Mayo Beach by John Kondratowicz
PROPOSED MOTION:	I move to approve the use of Mayo Beach by John Kondratowicz from May through October 2020 subject to the conditions, if any, as listed on the application form for a fee of \$ <u>110</u>.
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____

APPLICATION FOR PERMIT TO USE TOWN OWNED PROPERTY

TOWN OF WELLFLEET
300 MAIN STREET
WELLFLEET, MA 02667

2/11
20-06

Applicant John T. Kondratowicz Affiliation or Group N/A

Telephone Number 508-524-6160 Mailing Address 62 Grand Oak Rd

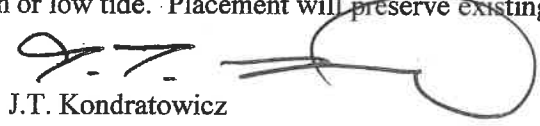
Email address jkbskz@comcast.net Forestdale, MA 02644

Town Property to be used (include specific area) Mayo Beach Area (please see illustrations)

Date(s) and hours of use: May - October

Describe activity including purpose, number of persons involved, equipment to be used, parking arrangements, food/beverage service, etc. Also, please indicate if fees will be charged by applicant.

Request permission to install wood small boat rack (6 - 4'x4"x4") & (2-16'x2"x6") - exact in kind as the existing small boat racks that are on Mayo Beach across from Tennis Courts & on Indian Neck. Will make six holes in the area designated to place 4x4's and will bury approximately 2' to meet exact in kind as town's boat racks. I will purchase lumber and hardware and install in accordance with Town's specs and will have official inspect upon completion. This does not require any labor from town/Americorp employees. Placement will not impede beach access or effect beach foot traffic at either high or low tide. Placement will preserve existing beach/dune grass.



Thank you J.T. Kondratowicz

Describe any Town services requested (police details, DPW assistance, etc.)

NONE

NOTE TO APPLICANTS: All applications must be accompanied by a non-refundable \$50.00 processing fee. Applications must be received at least 30 days prior to the first event date to ensure that all reviews can be completed prior to the event. This application is only for permission to use Town property. Any additional licenses, such as food service permit, etc., may be required and it is the applicant's responsibility to secure the same.

Action by the Board of Selectmen:

 Approved as submitted

 Approved with the following condition(s): _____

 Disapproved for following reason(s): _____

Date: JAN 30 2020

Processing Fee: \$50.00 *paid*

Fee: 110.00

APPLICANT IS RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND INSPECTIONS

Health/Conservation Agent: Comments/Conditions: Permits/Inspections needed: <i>DJF 2/19/20</i> REQUIRES CON COM APPROVAL	Inspector of Buildings: Comments/Conditions: Permits/Inspections needed: <i>[Signature] 02-18-20</i>
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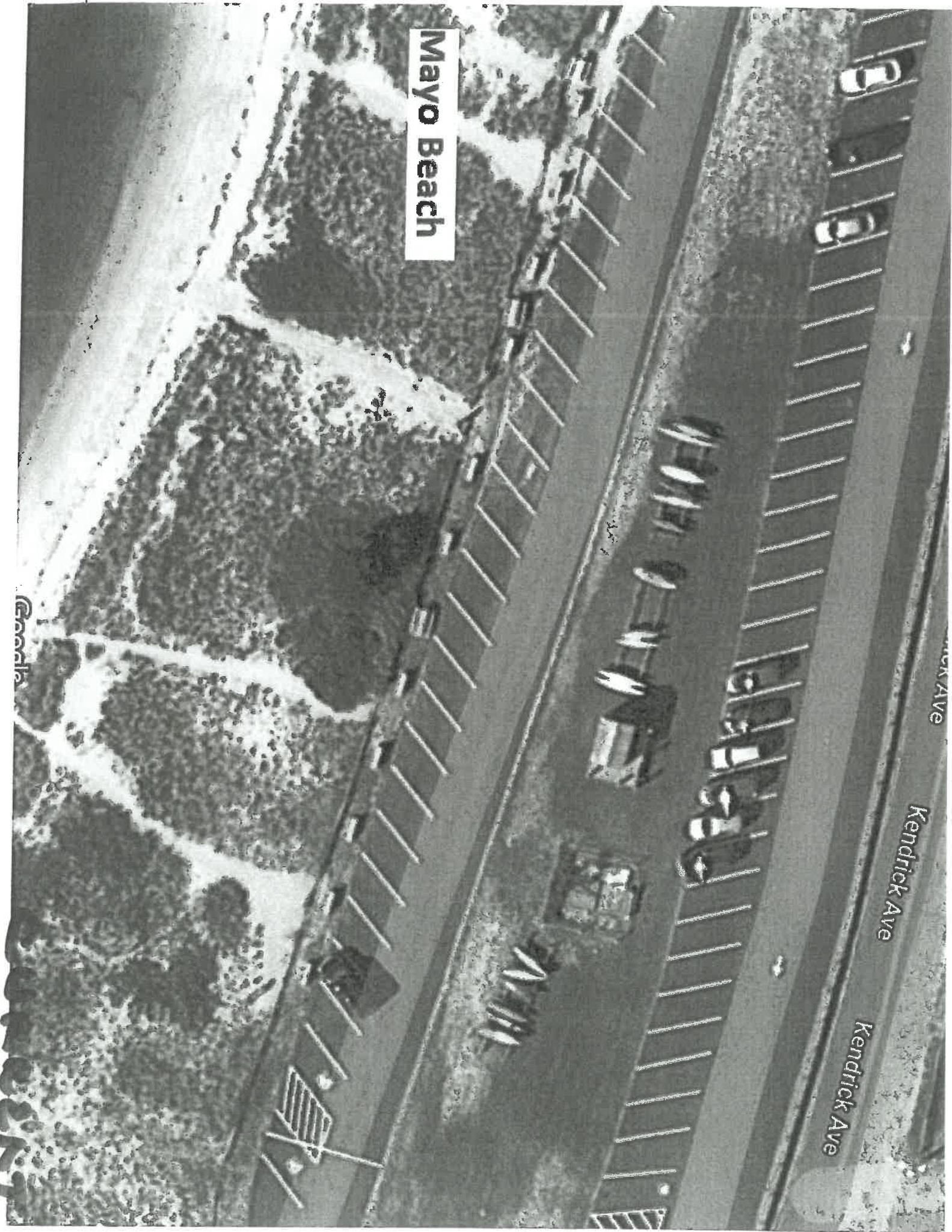
Police Department: Comments/Conditions: <i>[Signature] 2-13-20</i>	Fire Department: Comments/Conditions: <i>[Signature] 2-18-2020</i>
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DPW: Comments/Conditions: <i>[Signature] 2/19/20</i>	Community Services Director: Comments/Conditions: <i>[Signature] OK, 2-19-20</i>
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Harbormaster: Comments/Conditions: <i>Michael Flanagan</i> <i>Well thought out and planned. I recommend.</i>	Shellfish: Comments/Conditions: <i>Defer to Conservation Agent.</i> <i>[Signature]</i>
--	--

Recreation: Comments/Conditions:	Town Administrator: Comments/Conditions: <i>Daniel R. Hoot</i> DEPT OF PUBLIC WORKS
--	--

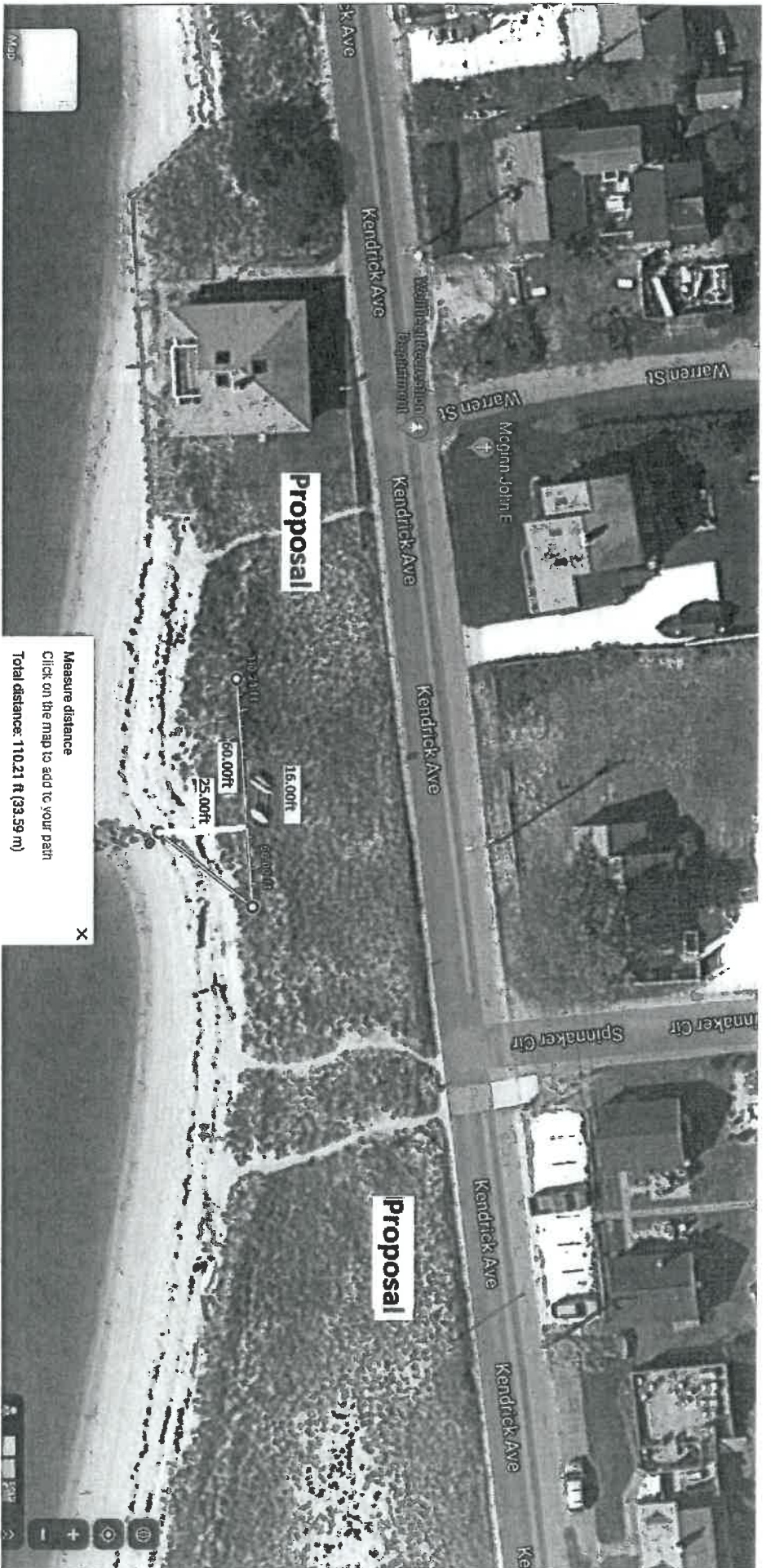
Mayo Beach



Kendrick Ave

Kendrick Ave

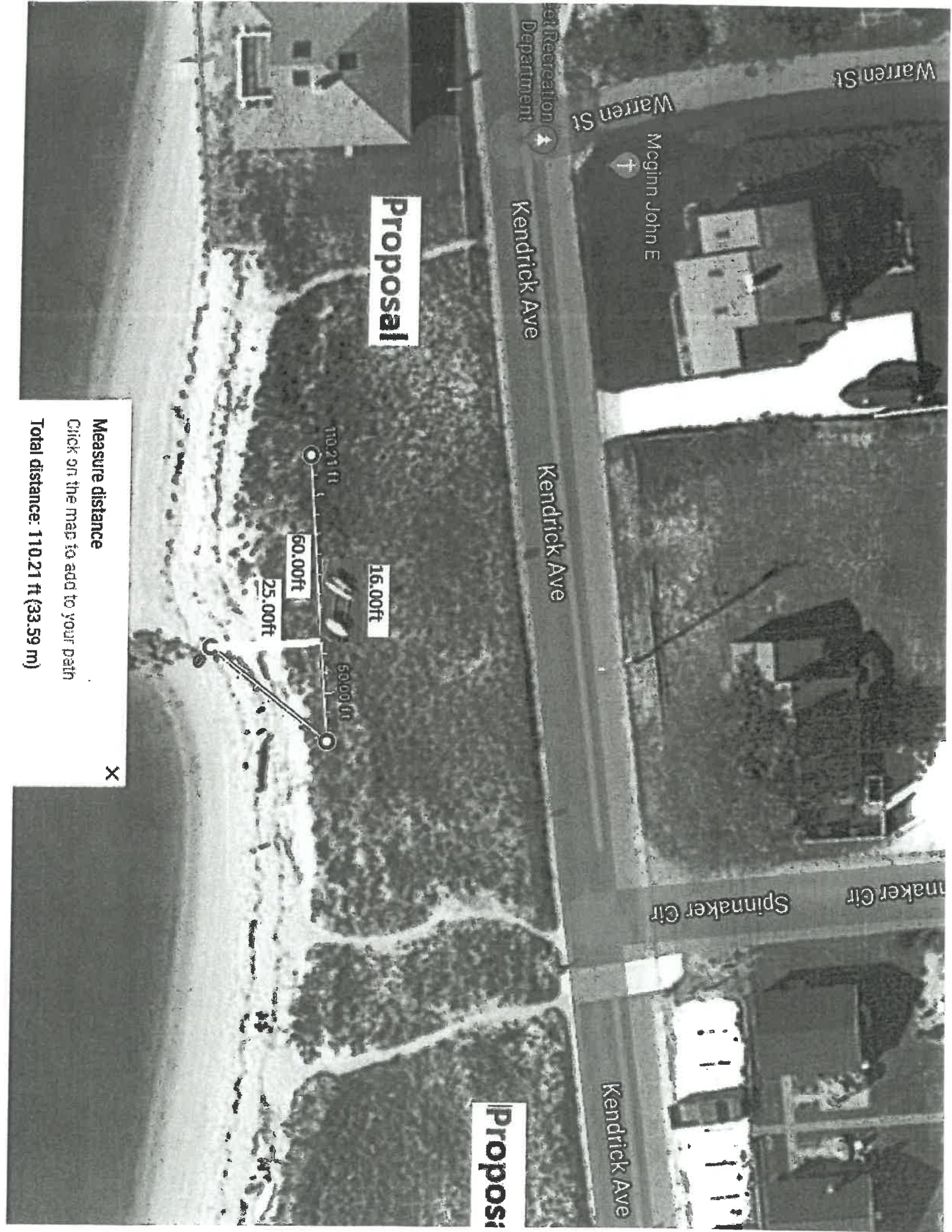
Beach



Proposal

Proposal

Measure distance
Click on the map to add to your path
Total distance: 110.21 ft (33.59 m)



Warren St

Warren St

Meginn John E

Kendrick Ave

Kendrick Ave

Spinnaker Cir

Spinnaker Cir

Kendrick Ave

Proposal

Proposi

Measure distance

Click on the map to add to your path

Total distance: 110.21 ft (33.59 m)

X



Kendrick Ave

Walpole Recreation
Department

Warren St

Spinneraker Cir

Beach Rose

CURRENT



BOARD OF SELECTMEN

AGENDA ACTION REQUEST
Meeting Date: February 25, 2020



USE OF TOWN PROPERTY – C

REQUESTED BY:	Principal Clerk
DESIRED ACTION:	Approval of the use of Baker Field, August 17-21, 2020 by Mo Abarak/Challenger Sports
PROPOSED MOTION:	I move to approve the use of Baker Field by Mo Abarak/Challenger Sports during the period of August 17-21, 2020 subject to the conditions, if any, as listed on the application form for a fee of \$ <u>525</u> .
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____

20-07

TOWN OF WELFLEET
APPLICATION FOR PERMIT TO USE TOWN OWNED PROPERTY

Applicant Mo Abarrak

Affiliation or Group Challenger Sports.

Telephone Number 401-213-0465

Mailing Address 14A JEFFERSON BLVD

Email address MABARRAK@challengersports.com. Warwick, RI 02881

Town Property to be used (include specific area) _____

Baker's field.

Date(s) and hours of use: August 17th - 21st, 2020

Describe activity including purpose, number of persons involved, equipment to be used, parking arrangements, food/beverage service, etc. Also please indicate if fees will be charged by applicant.

Soccer Camp 9am - 12pm (\$150)

Min/Max Campers: 20/50

Bathroom needed

Food/Beverages will not be provided by Challenger Sports.

Describe any Town services requested (police details, DPW assistance, etc.)

N/A.

NOTE TO APPLICANTS: All applications must be accompanied by a non refundable \$50.00 processing fee. Applications must be received at least 30 days prior to the first event date to insure that all reviews can be completed prior to the event. This application is only for permission to use Town property. Any additional licenses, such as food service permit, etc., may be required and it is the applicant's responsibility to secure the same.

Action by the Board of Selectmen:

_____ Approved as submitted

_____ Approved with the following condition(s): _____

_____ Disapproved for following reason(s): _____

Date: _____

Processing Fee: \$50.00

Fee: 525.00

JAN 21 2020

(over)

APPLICANT IS RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND INSPECTIONS

Health/Conservation Agent: <i>[Signature]</i> Comments/Conditions: Permits/Inspections needed: CAMP PERMIT NEEDED	Inspector of Buildings: <i>[Signature]</i> Comments/Conditions: 01-27-20 Permits/Inspections needed: OK
---	---

Police Department: <i>[Signature]</i> Comments/Conditions: <i>[Signature]</i> 2-13-20	Fire Department: <i>[Signature]</i> Comments/Conditions: <i>[Signature]</i> 2-18-20
---	---

DPW: <i>[Signature]</i> Comments/Conditions: 2-19-20	Community Services Director: <i>[Signature]</i> Comments/Conditions: OK - 2-19-20
---	--

Harbormaster: Comments/Conditions <i>[X]</i>	Shellfish: Comments/Conditions <i>[X]</i>
---	--

Recreation: Comments/Conditions	Town Administrator: <i>[Signature]</i> Comments/Conditions OSOS 1 S HAL
---	--



BOARD OF SELECTMEN

AGENDA ACTION REQUEST
Meeting Date: February 25, 2020

V

USE OF TOWN PROPERTY – D

REQUESTED BY:	Principal Clerk
DESIRED ACTION:	Approval of the use of Town Hall Driveway by Karen Kaminski/Wellfleet Gardeners on May 23, 2020
PROPOSED MOTION:	I move to approve the use of Town Hall Driveway by Karen Kaminski/Wellfleet Gardeners on May 23, 2020 subject to the conditions, if any, as listed on the application form
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____

APPLICATION FOR PERMIT TO USE TOWN OWNED PROPERTY

TOWN OF WELFLEET
300 MAIN STREET
WELFLEET, MA 02667

20-08

Applicant Karen Kaminski

Affiliation or Group Wellfleet Gardeners

Telephone Number 508-349-1111

Mailing Address 34 Same P.O. Box 1495

Email address Karen.e.Kaminski@gmail.com

Wellfleet, Ma 02607

Town Property to be used (include specific area) Driveway between Town Hall and Abyoyo

Date(s) and hours of use: May 23, 2020; 6 AM to 1 PM

Describe activity including purpose, number of persons involved, equipment to be used, parking arrangements, food/beverage service, etc. Also, please indicate if fees will be charged by applicant.

Wellfleet Gardeners sell plants to raise money for horticultural speakers. Club members conduct the sale. Tables are set up to hold the plants there is no food or beverages sold. No extraordinary parking is needed. No entry fees are charged.

Describe any Town services requested (police details, DPW assistance, etc.)

No town services are needed.

NOTE TO APPLICANTS: All applications must be accompanied by a non refundable \$50.00 processing fee. Applications must be received at least 30 days prior to the first event date to ensure that all reviews can be completed prior to the event. This application is only for permission to use Town property. Any additional licenses, such as food service permit, etc., may be required and it is the applicant's responsibility to secure the same.

Action by the Board of Selectmen:

Proof of Insurance Required

Approved as submitted

Approved with the following condition(s): _____

Disapproved for following reason(s): _____

Date: _____

FEB - 3 2020

Processing Fee: \$50.00 paid

Fee: _____

APPLICANT IS RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND INSPECTIONS

Health/Conservation Agent: Comments/Conditions: Permits/Inspections needed:	Inspector of Buildings: Comments/Conditions: <i>[Signature]</i> 02.18.20 Permits/Inspections needed:
--	---

Police Department: <i>[Signature]</i> 2/13/20 Comments/Conditions: <i>OK</i>	Fire Department: <i>[Signature]</i> Comments/Conditions: <i>2.18.20</i>
--	---

DPW: <i>[Signature]</i> 2/19/20 Comments/Conditions	Community Services Director: Comments/Conditions
--	--

Harbormaster: Comments/Conditions	Shellfish: Comments/Conditions
---	--

Recreation: Comments/Conditions	Town Administrator: <i>[Signature]</i> Comments/Conditions OSOS 3 - 833
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BOARD OF SELECTMEN

AGENDA ACTION REQUEST
Meeting Date: February 25, 2020

V

USE OF TOWN PROPERTY – E

REQUESTED BY:	Principal Clerk
DESIRED ACTION:	Approval of the use of Grass Strip at Mayo Beach by Diedre Orenger/Wellfleet Artist Market on Thursdays during July & August
PROPOSED MOTION:	I move to approve the use of Grass Strip at Mayo Beach by Diedre Orenger/Wellfleet Artist Market on Thursdays during July & August subject to the conditions, if any, as listed on the application form for a fee of \$ <u>1,000</u> .
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____

APPLICATION FOR PERMIT TO USE TOWN OWNED PROPERTY

TOWN OF WELFLEET
300 MAIN STREET
WELFLEET, MA 02667

depending on approval this name may or may not change. 20-09

Applicant Deirdre Oringer

Affiliation or Group Wellfleet Artist Market

Telephone Number 508-776-8408

Mailing Address _____

Email address deirdreoringer@gmail.com

1200 Bound Brook Island Rd.
Wellfleet MA
02667

Town Property to be used (include specific area) _____

green grass strip in the center of Mayo Beach Parking lot

Date(s) and hours of use: Thursdays in July + August (Tuesdays are 2nd choice) 9-4

Describe activity including purpose, number of persons involved, equipment to be used, parking arrangements, food/beverage service, etc. Also, please indicate if fees will be charged by applicant.

The intention is to revive Wellfleet Artist Market which was produced for 17 years in 4 different locations over the years. WAM would include anywhere from 10-15 artisans/possibly up to 20 (but we dont anticipate that many). Each artisan would erect their 10x10 white tent w/their wares. The hours of operation would be 9-4. Vendors would have their cars out of Mayo Lot by 8:30 am

Describe any Town services requested (police details, DPW assistance, etc.)

Currently we are not requesting services but will accommodate whatever the town requires.

→ page 2

NOTE TO APPLICANTS: All applications must be accompanied by a non refundable \$50.00 processing fee. Applications must be received at least 30 days prior to the first event date to ensure that all reviews can be completed prior to the event. This application is only for permission to use Town property. Any additional licenses, such as food service permit, etc., may be required and it is the applicant's responsibility to secure the same.

Action by the Board of Selectmen:

pending approval Proof of Insurance Required

_____ Approved as submitted

_____ Approved with the following condition(s): _____



_____ Disapproved for following reason(s): _____


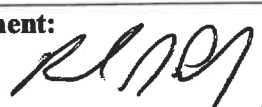

Date: FEB - 5 2020


Processing Fee: \$50.00 paid

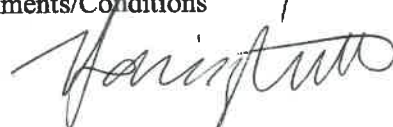
Fee: 1,000

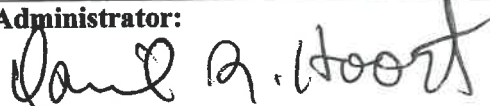
APPLICANT IS RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND INSPECTIONS

Health/Conservation Agent:  Comments/Conditions: UNLOADING AREA SHOULD LIMITED TO EXISTING MOWN/LAWN AREAS Permits/Inspections needed: AM 10:00 AM 10:00 AM	Inspector of Buildings: Comments/Conditions:  02.18.20 Permits/Inspections needed:
--	--

Police Department:  Comments/Conditions: First year will keep an eye on traffic + parking concerns.	Fire Department:  Comments/Conditions: 2-18-20 
--	---

DPW: Comments/Conditions: Need more info	Community Services Director:  Comments/Conditions: No - too busy an area in the summer
---	--

Harbormaster: Comments/Conditions:	Shellfish: Defer to Conservation Agent. Comments/Conditions: 
--	--

Recreation: Comments/Conditions:	Town Administrator:  Comments/Conditions: OSOS 2 - 837
--	--

In order for parents to easily + safely drive in + out of the lot to drop children to recreation for the day. We'd open by 9am to capture early birds + parents.

I propose vendors move their cars to the "Cerald's" lot/at the back/beach side. Vendors vehicles will be gone from that lot before Cerald's opens. Parking at the pier would be 2nd choice.

We have not decided on fees yet but are in conversation about structuring it as a Co-op rather than for profit which it was for 7 years.

We'd like to keep the fee to \$30-\$50/day - depending on Town fees, insurance, port o pot, etc.

Tents would be required to have 40 LBS of weight per leg of tent which is standard + acceptable in potential high winds.

The layout would be according to requirements of DPW + Rec. if there are any.

This/These events would be juried in order to sustain a high level of craftsmanship.

Of course we will take into consideration placement of the Oyster Shack, Kayaks + parked cars.

I helped develop the original layout for the Wellfleet Oysterfest, 1st 12 years + contributed to modifications as needed over the years.



BOARD OF SELECTMEN

AGENDA ACTION REQUEST
Meeting Date: February 25, 2020

V

USE OF TOWN PROPERTY – F

REQUESTED BY:	Principal Clerk
DESIRED ACTION:	Approval of the use of Town Hall Lawn by Lewis Anujar/American Legion on May 23, 2020
PROPOSED MOTION:	I move to approve the use of Town Hall Lawn by Lewis Anujar/American Legion on May 23, 2020 subject to the conditions, if any, as listed on the application form.
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____

APPLICATION FOR PERMIT TO USE TOWN OWNED PROPERTY

2/3/20

TOWN OF WELFLEET
300 MAIN STREET
WELFLEET, MA 02667

20-10

Applicant LEWIS ANDUJAR Affiliation or Group AMERICAN LEGION POST 287

Telephone Number 508-240-3005 Mailing Address BOX 950

Email address LOUMOGYM@COMCAST.NET WELFLEET, MA 02667

Town Property to be used (include specific area) FRONT AND SIDE LAWN OF
TOWN HALL

Date(s) and hours of use: MONDAY, MAY 25, 2020 8 A.M - 11 A.M.

Describe activity including purpose, number of persons involved, equipment to be used, parking arrangements, food/beverage service, etc. Also, please indicate if fees will be charged by applicant.

MEMORIAL DAY SERVICE
NO FEES CHARGED / NO FOOD SERVED

Describe any Town services requested (police details, DPW assistance, etc.)

DPW - PLEASE SET UP CHAIRS AND DIAS AND SOUND
SYSTEM FOR BAND AND SPEAKERS. CHAIRS FOR BAND & LEGION MEMBERS

NOTE TO APPLICANTS: All applications must be accompanied by a non refundable \$50.00 processing fee. Applications must be received at least 30 days prior to the first event date to ensure that all reviews can be completed prior to the event. This application is only for permission to use Town property. Any additional licenses, such as food service permit, etc., may be required and it is the applicant's responsibility to secure the same.

Action by the Board of Selectmen:

Proof of Insurance Required

Approved as submitted

Approved with the following condition(s): _____

Disapproved for following reason(s): _____

Date: _____

Processing Fee: \$50.00 Paid

Fee: _____

FEB - 7 2020

APPLICANT IS RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND INSPECTIONS

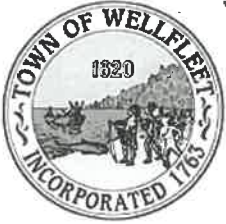
Health/Conservation Agent: Comments/Conditions: Permits/Inspections needed:	Inspector of Buildings: Comments/Conditions: <i>JAF 02-18-20</i> Permits/Inspections needed:
--	---

Police Department: Comments/Conditions: <i>M. King</i> <i>OK Road closed</i> <i>Temporary</i>	Fire Department: Comments/Conditions: <i>R. King</i> <i>2-18-2020</i>
---	--

DPW: Comments/Conditions: <i>2/18/20</i>	Community Services Director: Comments/Conditions:
--	---

Harbormaster: Comments/Conditions:	Shellfish: Comments/Conditions:
--	---

Recreation: Comments/Conditions:	Town Administrator: Comments/Conditions: <i>Daniel R. Hoort</i> OSOS 5-834
--	---



BOARD OF SELECTMEN

AGENDA ACTION REQUEST
Meeting Date: February 25, 2020

VI

LICENSES – A

REQUESTED BY:	Principal Clerk
DESIRED ACTION:	Renewal of Common Vicuttaller Licenses
PROPOSED MOTION:	I move to renew the Common Victualler Licenses for the Bookstore & Restaurant, Bob's Sub & Cone, and JB's Pizza Bar & Grill.
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____

BOS 02/25/20

PUBLIC HEARING:

Two Day Beer and Wine

Michele Insley/SPAT

October 17-18, 2020

Town Hall/Main Street Lot

USE OF TOWN:

John Kondratowicz

Mo Abarak/Challenger Sports

Karen Kaminski/Wellfleet Gardeners

Dierdre Orenger/Wellfleet Artist Market

Lewis Andujar/American Legion

Michele Insley/SPAT

May – October

August 17-21, 2020

May 23, 2020

Thursdays, July & August

May 25, 2020

October 13-19, 2020

Mayo Beach

Baker Field

Driveway at Town Hall

Grass strip at Mayo Beach

Town Hall

Town Wide

LICENSES:

CV:

Bookstore & Restaurant

Bob's Sub & Cone

JB's Pizza Bar & Grill

WE:

The Bookstore & Restaurant

The Wicked Oyster

AA:

Bob's Sub & Cone



BOARD OF SELECTMEN

AGENDA ACTION REQUEST
Meeting Date: February 25, 2020

VI

LICENSES – B

REQUESTED BY:	Principal Clerk
DESIRED ACTION:	Renewal of Weekly Entertainment Licenses
PROPOSED MOTION:	I move to renew the Weekly Entertainment Licenses for the Bookstore & Restaurant and the Wicked Oyster.
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____



BOARD OF SELECTMEN

AGENDA ACTION REQUEST
Meeting Date: February 25, 2020

VI

LICENSES – C

REQUESTED BY:	Principal Clerk
DESIRED ACTION:	Renewal of Automatic Amusement License
PROPOSED MOTION:	I move to renew the Automatic Amusement License for Bob's Sub & Cone.
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____



BOARD OF SELECTMEN

AGENDA ACTION REQUEST
Meeting Date: February 25, 2020

VII

BUSINESS – A

REQUESTED BY:	Chair
DESIRED ACTION:	Presentation by Parking Task Force
PROPOSED MOTION:	
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____

To: Members of the SelectBoard, Town of Wellfleet

Cc: Dan Hoort, Chief Michael Hurley, Suzanne Thomas, Michael Fitzgerald

From: The Parking Task Force II

Date: February 21, 2020

RE: Report of the Parking Task Force II - February 25, 2020

The members of the Parking Task Force II (PTF) were appointed in the fall of 2018 and were **"...charged with the study of and recommendations for parking throughout town, including beaches and outlying areas."** Our first meeting was in August 2018. We have now had more than 30 meetings, most of which have been video recorded and posted on the Town's website. We have had good support from Town staff members, especially, from the Town Administrator's office, the Beach Administration Office, the Police Department, and the Harbor Master's office. Our SelectBoard liaison has been Chair Janet Reinhart. Good public support and input was achieved, especially through participation in three surveys we conducted.

We are submitting our report consisting of three parts: 1.) This cover letter, 2.) A Summary of Recommendations, and 3.) A copy of our slides and notes as presented to you on February 25, 2020. The 32 slides and associated notes are the bulk of the report and explain how we achieved our information, our analyses, and our recommendation.

Due to Wellfleet's seasonal influxes, parking is a challenge in the heavy times of the summer and for particular events - i.e., Oysterfest, the Fourth of July Parade, and now the Porch Fest. Parking challenges occur at each of the three areas we studied - the Beaches (especially the Ocean Beaches), the Marina, and in the downtown area. There are other areas where parking gets tight and there have been numerous reports of parking on private property as parkers get challenged. Parking will continue to be an increasing intermittent problem as Wellfleet remains a town at near capacity at times, as beach parking lots erode, and for when parking demand is increased at the Marina with the effects of dredging. The Town does not own surplus property near where parking is needed and should stay alert for opportunities. The institution of new shuttle services, if pursued, will have significant financial and logistical challenges and should be thoughtfully evaluated before undertaking such an activity. Finally, when the Town is considering new activities, we must consider the parking implications.

Respectfully submitted,

The Parking Task Force II - Joe Aberdale, Wayne Clough, Dale Donovan, Bruce Katcher, Sheila Lyons, Dan Murray, Dennis O'Connell, Ginny Parker, and Wil Sullivan

Wellfleet Parking Task Force II Summary of Recommendations

Immediate for Summer 2020

1. **Daily Lot Activity** Continue daily data collection and summary reporting for Ocean Beach Parking lots.
2. **Buses and Limos** Continue to actively control and collect data on buses/limos, especially on weekends and holidays.
3. **Safety** Continue to fund increased safety and management needs, especially on OVD, for weekends and holidays.
4. **Commercial Fees** Finalize parking/fee arrangements for buses/limos.
5. **Shuttles** Continue Beachcomber lot rental and Whitecrest Beach shuttle. No further shuttles.
6. **Enforcement/Signage** Continue with diligent parking regulation enforcement throughout the high season and provide better signage throughout Town, especially at lots.
7. **Staff Input** Seek recommendations for policy and procedure changes from all involved staff.
8. **Beach Office** Pursue relocating beach permitting office away from the Marina Lot.
9. **Mayo Beach Parking Area** Use Mayo grassy area for parking
10. **Online Parking Status** Evaluate/pursue feasibility of online lot status reporting
11. **Ocean View Drive** Develop OVD replacement options and work with related parties (CCNS)
12. **Recommendations Implementation** Assign a town employee to oversee implementation of the PTF recommendations, coordination of all involved departments, and annual reporting to SB.

Short Term (1 to 3 years)

1. **Metered Parking** Continue to monitor central area parking patterns for the need for metered parking.
2. **Develop New Parking** Critically evaluate all opportunities to utilize town land before considering the purchase of land for additional parking.
3. **Town-wide Parking Plans** Using advanced planning practices, analyze all town-wide parking needs, paying special attention to integrating parking alternatives (including possible satellite sites and shuttles services), designs, needs and usages, especially for the post dredging period.
4. **OVD Beach Parking** Continue to monitor the need/possibility for Whitecrest and Macguire lot expansions.
5. **Continue Analysis** Annually analyze the following data to determine if any new action is needed.
6. Ocean Beach Parking lot data
7. Cahoon Hollow buses/limo data
8. Parking/Traffic Violations summary data

Long term (Over 3 Years)

1. **Technology** Keep informed of new technology to improve parking conditions.
2. **Electric Vehicles** Keep advised of the impact of electric vehicles on parking and charging needs.

(Feb 20, 2020)



Members were – Joe Aberdale, Wayne Clough (Clerk), Dale Donovan (Vice Chair), Bruce Katcher, Sheila Lyons, Dan Murray, Ginny Parker, Wil Sullivan, and Dennis O’Connell (Chair) Able staff advice from Suzanne Thomas (**Beach Administrator**) and staff; Chief Michael Hurley (**Police**) and staff; Michael Flannigan (**Harbor Master**) and staff; and Dan Hoort (Town Administrator) and staff.

We are submitting these slides as part of our report to the SelectBoard

Parking Task Force II



Established August 2018 by SelectBoard

Charge: *The study of and recommendations for parking throughout town, including beaches and outlying areas.*

Principal areas of parking concerns:

Beaches – esp. Ocean

Marina

Downtown

Stimulated by a tough July 4th, 2018 period, nine volunteer members were appointed by the SB. We have met ~ 2x per month and most meetings have been video taped .

Very broad charge which has challenged us and has caused us to focus. Town wide there are ~1150 parking spaces controlled by the town. There have been previous studies. Quickly settled in on who the experts are in Town

We concentrated on three areas which seem to operate independently, but we were made aware of the frequent cross-overs between areas. Regarding the beaches, we focused on the four Ocean beaches and did not study the other beaches. We were made aware of the concern for pond quality. There had not as many complaints about Bay/Harbor and the scope was too great to go to far everywhere

On certain days, esp. in the summer, Wellfleet will always have more demand for parking than space. And there are special events, like parades, OysterFest and Porch Fest with great parking demands

Parking Task Force II



Background

Previous studies – 2009, 2013, 2016

Parking regulations exist:

- **Beach Regulations**
- **Gen. Bylaws & Traffic Rules and Regs**
- **Marina Regulations**
- **Zoning Bylaws**

There is a reason we are called "II". We were preceded by other studies in the past - 2009 was the CCNS Integrated Parking & Transit Study, 2013 was the Beach Parking Task Force (PTF), 2016 was the CC Commission Staff Report, and we had another undated report called "Identifying the Problems".

Part of our background research was to see what rules and regulations exist. (and all of these are on the Town Website) There are:

Beach Regulations, stating essentially that purchased stickers are required at ocean, bay, harbor and pond beaches in the season, open parking at Mayo Beach and a daily fee parking option at Whitecrest, only;

General Bylaws which boil down to no parking on streets unless posted for parking and there are time limits for some locations;

Marina Regulations concerning parking protocol/regulations at the Marina; and

Zoning Bylaws that have parking requirements for private and commercial development based on expected use and staffing

Parking Task Force II



What did PTF II do?

- **Testimony**
- **Survey data – based on 2018 experiences**
 - **Ocean Beaches**
 - **Marina Parking**
 - **Merchant Survey**
- **2019 Observations - documented**

The Town and the public are very aware of the parking challenges here. We are fortunate to have many town staff who are knowledgeable and are charged with these responsibilities. In a minute, I will show some of the testimony we took. However, we view ourselves as a temporary task force and trying to help the line-responsible persons – not replace them. – and of course advise the SB

By the time we started our Task, the most of the challenges of the 2018 season had passed, so we relied on various reports, hearsay and newspaper articles. With the help of the ubiquitous Survey Monkey, we started by collecting data. These were three major surveys from which we received very adequate response.

Ocean Beaches – from Taxpayers (year-round, Seasonal, and year-round renters). As an aside, we attempted another survey about the ocean beaches from non-taxpayers (summer visitors) but received very inadequate response – 0.8%

The Marina – from slip/mooring holders

The Merchant survey – from business license holders in town. This was deemed the best way to get responses about the downtown parking situation.

Then we decided there was more information that would be helpful to have, so we developed ways to document the situation in 2019 with observations from the professionals and ourselves – more later

Parking Task Force II



Testimony provided by

- Wellfleet Beach Parking
- Wellfleet Police
- Wellfleet Harbormaster
- Parking Ticket Hearing Officer
- National Park Service Staff
- Beachcomber Staff
- Automated Parking System Vendor for Whitecrest
- Local Businesses
- Wellfleet Chamber of Commerce
- Provincetown Parking Department
- **Public**

(a quick read)

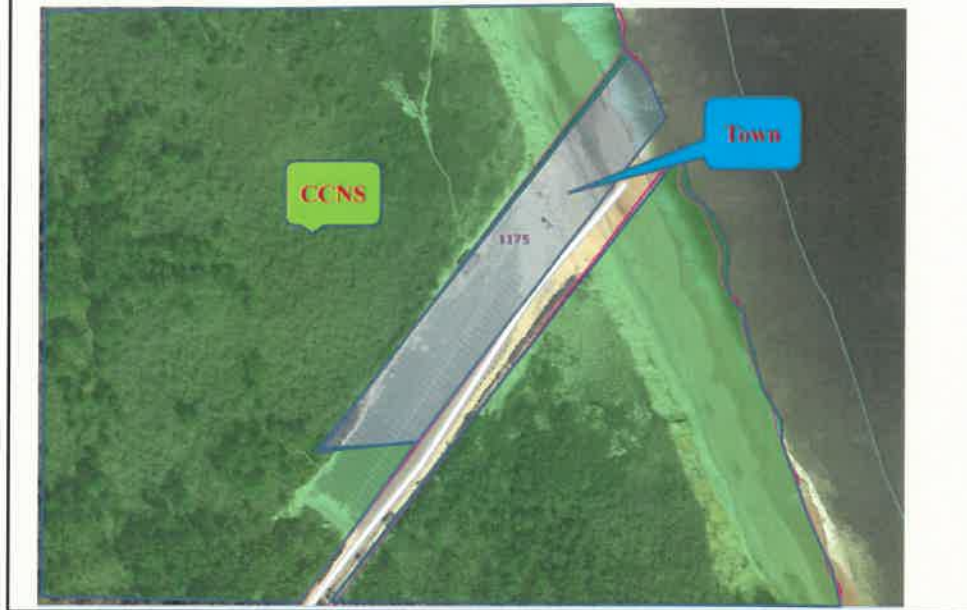


So turning to the Ocean Beaches - Town parking for the ocean beaches is maintained at these four locations. Each beach seems to have its own attributes (aka personalities) and patrons – and they do vary some by year, but habits and preferences exist

Free shuttle buses run between WC and CH and are paid for by the Beachcomber, who also lease the Town Parking area at CH.

But we thought a quick aerial tour is revealing.

Parking Task Force II Newcomb Hollow



The ownership of the land of our lots is of interest. (point out parking area) In this and the next three slides, the color code is: Green is CCNS, Blue is Town

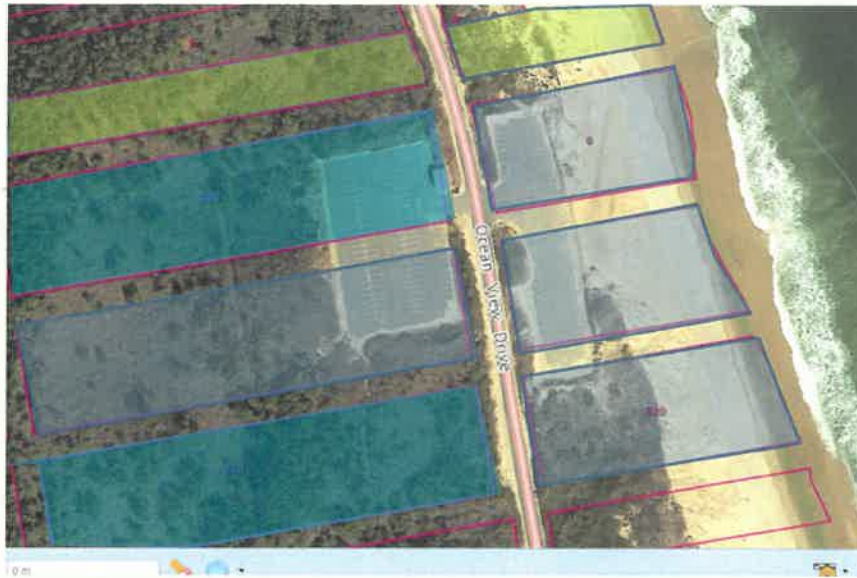
Newcomb Hollow, which seems to be the most popular/desirable parking area, is mostly on Town land, but you can see that some of the SW end parking is on CCNS land.

Parking Task Force II Cahoon Hollow



At Cahoon Hollow, the Town owns the shore front (shown in blue) in front of the Beachcomber. BC owns the orange section and then the CCNS owns the green. The Town lot, in front of the BC, is all sand is leased to BC who controls this lot, but sticker parking is allowed, if there is space. Town parking space is approx 50 ft. to dune edge.

Parking Task Force II Whitecrest



The existing parking area at Whitecrest can be seen under the blue shaded areas on both sides of OVD. The lot on the east (by the beach) is used for beach permit parking. The lot to the west is used for daily fee parking paid by credit/debit cards – no more cash. The proposal of a couple of years ago was to expand in the area to the west of the current western lot. ***While the PTF think this is not cost effective (needed?) today it is an option that should be continued to be studied in the event of a major loss of more Ocean Beach parking.***

Parking Task Force II Maguire Landing (Lecount)



At Maguire Landing (aka Lecount) the Town owns only the road layout and if you look hard enough, you will observe that some of the parking area and the toilets are already on CCNS land.

It may be possible to squeeze in some more parking area along the SE side of the road near the SW end of the road by changing the parallel parking into head-on parking and expanding to the south in the road layout which would require taking down some of the trees, but the road layout limits need to be carefully considered. It is private property beyond the road limit.

Parking Task Force II



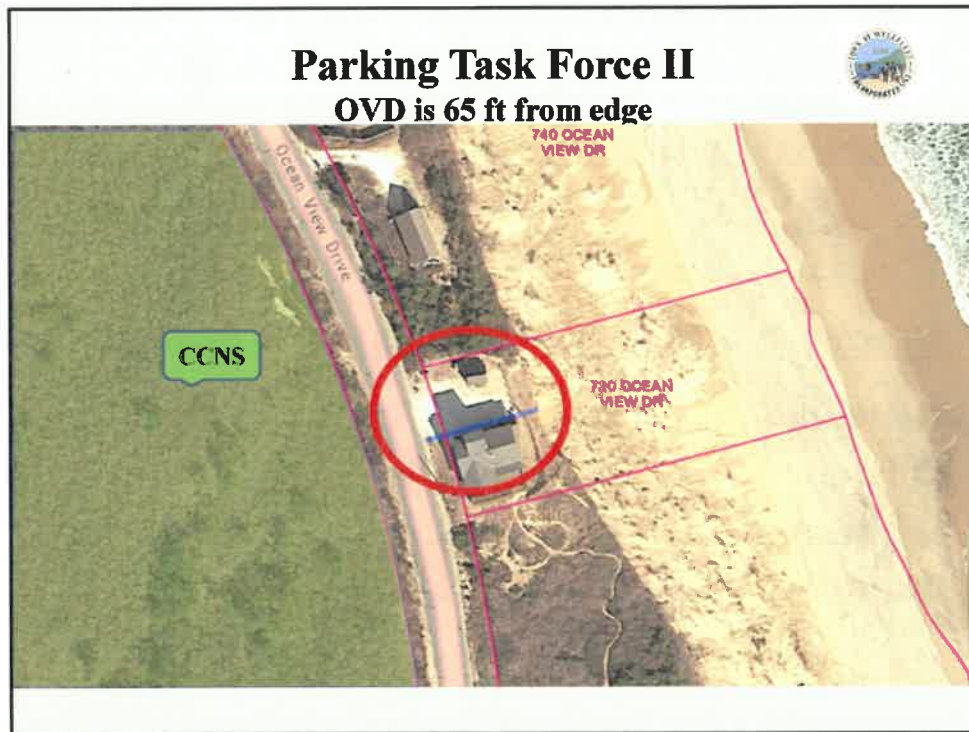
Analysis of Ocean Beach Lot and Parking Loss

1995-2018 – 23 Years

Source - Google Earth Pro

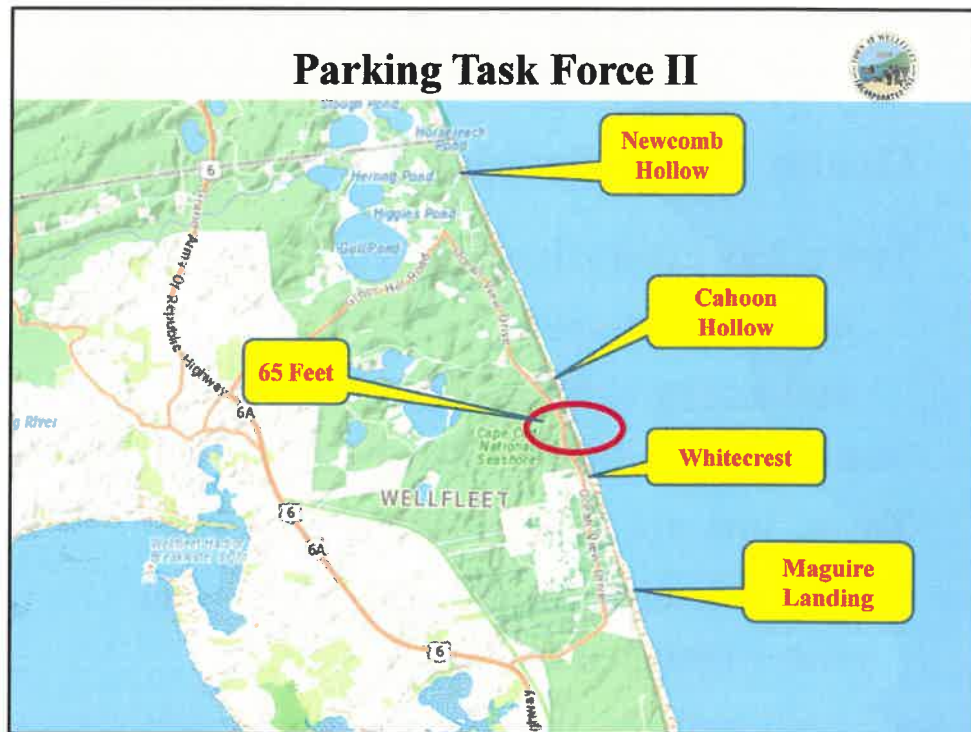
<u>Beach</u>	<u>Ft Lost</u>	<u>Avg Rate</u>	<u>Spaces</u>
Newcomb	132	5.7	66
Cahoon	60	2.6	34
Whitecrest	76	3.3	0
Macguire	100	4.3	<u>50</u>
			150

As you know, erosion is real. We did an analysis on lost dunes and parking spaces using Google Earth Pro. We compared the parking areas and parking spaces over the years of 1995 to 2018. In the 23 years identified, we lost approximately 150 parking spaces to erosion. (out of ____)



One more geographic fact before we leave the Oceanside –

Ocean side erosion rates are ~3+ ft. per year., but can vary considerably, by year. In the center of the red circle is a narrow point of the dune edge to road surface – it is about 65 feet away. In 15- 20 years, people are going to get nervous as the dune edge approaches the road surface. But also note that the CCNS has all the land on the landward side of OVD. So there is great concern about how to recover from a break in this road. But the reason to point this out is that the current shuttle service runs between WC an CH – no road, no shuttle service – leading to the question of should we do more parking at WC?



The narrow point is shown here – remember the shuttle buses run between WC and CH and it is at Whitecrest where we have an opportunity of more parking. You will see some data later where the greater parking pressure is the northern beaches - not the southern beaches

Parking Task Force II



Ocean Beach Parking Observations

Town has expansion capacity

- only at Whitecrest
- and maybe at Maguire

Town lots are into CCNS land

Town lots are surrounded by CCNS

Ocean side erosion rates of ~3+ ft. per year – concern for OVD

These points are reasonably evident, but the overriding comment is that the Town needs to approach the CCNS to explore the Town's needs for adjacent land for parking and for OVD continuation. One additional comment, erosion rates are not constant and can be greater in a tough year.

Parking Task Force II



**Surveys of Ocean Beach Parking
2018 experiences**

Newcomb Hollow

Cahoon Hollow

Whitecrest

Maguire Landing (Lecount)

About a year ago we sent out surveys with all the property tax bills and put a survey on line, available for renters, too

Focused on Ocean beaches

Parking Task Force II



Ocean Beach Parking Survey:

Sent 3500 surveys with tax bills & on line

Total Responses: Number 908 or a 26% rate

Respondents: Year-round	42%
Part-time	58
YR Renters	<1
Satisfied?: Yes	30%
No	27
Mixed	43

Surveys were mailed with the real estate taxes in January of 2019 and the town website advised that surveys were available online.

We asked a few demographic questions, but felt the most important was residency status in Wellfleet. Our profile of respondents seemed representative of the expected taxpayer profile.

The big question was "Are you satisfied with the parking at the ocean beaches?" and the results came back with an indecisive answer, but not all bad and not all good.

Parking Task Force II



Ocean Beach Parking Survey:

Where do you go? (4+ times):

Newcomb	83%
Maguire	58
Whitecrest	44
Cahoon	43

When: 10 AM – 3 PM 55%

Tide: Low Tide 55%

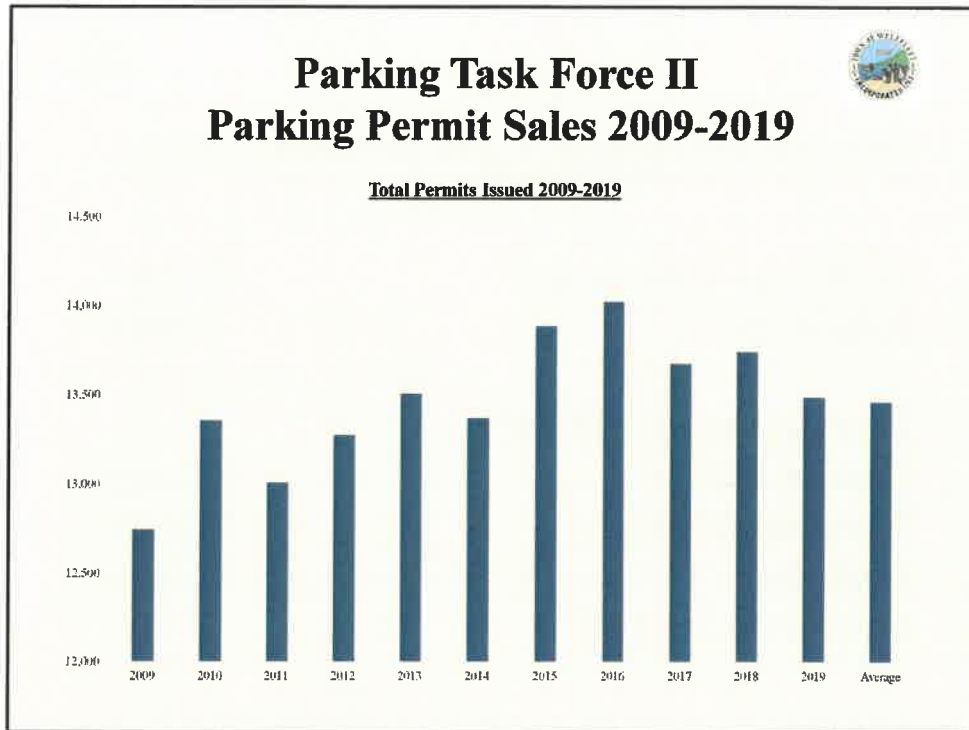
We asked about beach going practices – where, when, and does the tide matter?

Parking Task Force II



Taxpayers Survey Conclusions

- **Mixed satisfaction with current parking**
- **High frequency of full lots during peak times**
- **Preferred times to go are 10- 3**
- **Newcomb is #1 (they seem OK to wait)**
- **Any new shuttles would be lightly used**
- **Would use internet updates**



Comment about Trend and types – Revenue

Permit sales have ranged between 12,750 to 14,000 the past ten years . The average is about 13,400.

The type of permits sold does vary year to year.

Parking Task Force II



Ocean Parking Lots Status - 2019

Total days documented	78 days
Rain days	3 days
<u>Total Days Lots "Filled"</u>	
Cahoon Hollow	60 days
Newcomb Hollow	38 days
Whitecrest	12 days
Maguire (Lecount)	1 day

Much of the data that you are about to see did not exist for 2018 when we started our work, so we worked with the Beach and Police Departments to develop systems to collect a lot of information about 2019. (recognize Wayne's work)

Total days documented were the parking permit season

"Filled" means at one point during the day – not necessarily all day

Lots filled – CH = 77%, NH = 49%, WC = 15% and M/L = 1.2%
CH has an overflow parking area called WC

Parking Task Force II



Commercial Vehicle Highlights 2019

Total Days Monitored	14
Total Number of Vehicles	133
Busiest Day – July 6 (Sat)	31 vehicles
Total Passengers	2,933

Intro of Commercial Vehicle – note only to CH

Busiest Day-Saturday July 6th

Parking Task Force II



Commercial Vehicle Benefits

- **Reduces number of parking spaces required.**
- **Planned revenue source in 2020.**
- **Beachgoers notified of the rules of the beach and educated on safety issues.**
- **Keeps those that tend to consume more beverages off the roads.**

But, previously no revenue for beach use!

Assuming three passengers per vehicle approximately 1,000 spaces were freed up on Saturdays and Holidays for Permit Holders and revenue producing daily parkers.

Parking Task Force II



Marina Survey: 2018 experiences

Surveyed 430 slip/mooring holders

**Responses 218 51% response
(18 did not use)**

Pleasure craft 178 (89%)

Commercial craft 22 (11%)

Parking Task Force II



How often do you use your boat

Pleasure 1- 2 p/w (50 %) 3-5 p/w (33%)

Commercial >3 per week (daily most common)

Always found a space

Pleasure 58% yes

Commercial 60% yes

How long do you park

Pleasure 3-4 hours

Commercial 5+ hours

Parking Task Force II



Merchant Survey: Business licenses

<u>Responses</u>	<u>(40 of 170)</u>	
Retail	20	50%
Hospitality	13	32%
Service	1	3%
Other	5	13%
<u>Location</u>		
Downtown – Main St	12	30%
Town Pier (1/2 mile)	11	28%
Route 6	10	25%
Other	7	17%

PTF sent out 170 surveys to the Town listing of business licenses in Wellfleet
40 responses were returned – 24% response, but we know that some respondents have more than one business, but probably not a material number
The nature of the business was split
The location of the businesses was varied

Parking Task Force II



Onsite parking is adequate (40)

Agree	24	60%
Disagree	8	20%
Mixed	4	10%
Have none	4	10%

Zoning permits require parking (40)

Yes	14	35%
No	9	23%
Don't know	17	42%

Parking Task Force II



Difficult to find parking (40)

Agree	14	35%
Mixed	12	30%
Disagree	14	30%

Employees would use dedicated parking (31)

< 5 min.	26	84%
5-10 min.	6	19%

Our employees and customers have difficulty in finding parking – 40 responses

If our employees had reserved parking elsewhere, they would use it – 31 responses, but it needs to be close.

Parking Task Force II



When is parking often a problem (18)

	<u>W/d</u>	<u>W/e</u>
Before 10	-	1
10 to 2	5	6
2 to 5	5	9
After 5	4	5

When is parking a problem – 18 responses

Midday is the most likely time to be a challenge

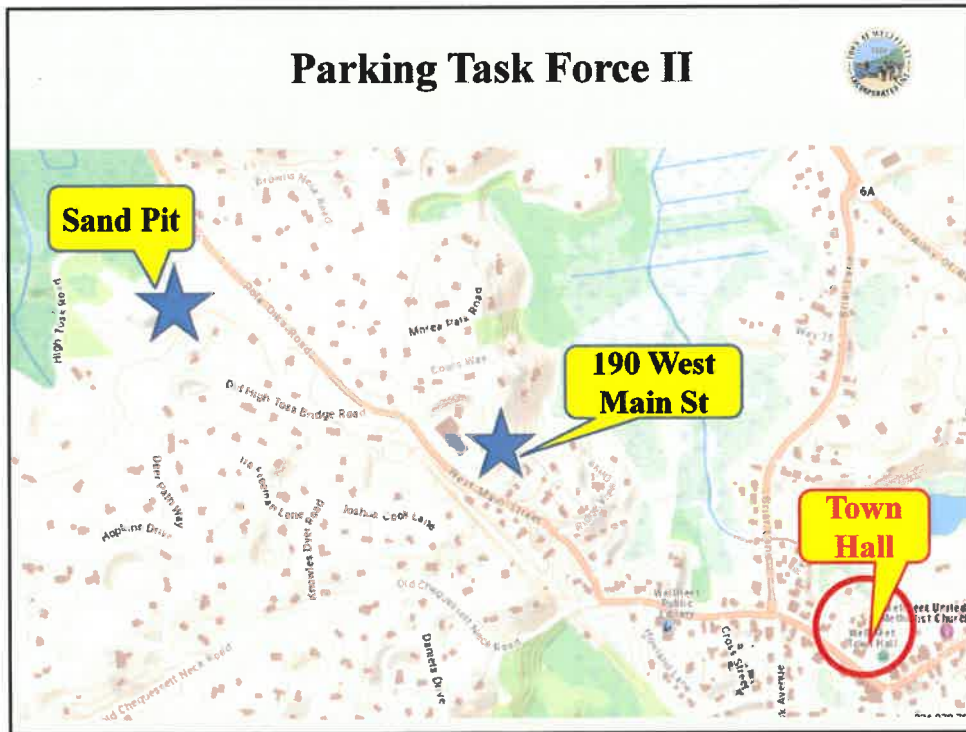
Parking Task Force II



Favor paid parking in Central District (39)

Agree	10	26%
Mixed	6	15%
Disagree	23	59%

We asked "To encourage turnover, I would be in favor of timed paid parking fees in the Central District" -- 39 responses



It is safe to say there are no easy new parking opportunities near parking needs. If we want to establish shuttle system to remote parking, that will be a big step and we should be carefully understood before doing such.

There is little possibility for more Town Owned parking near downtown. We examined two areas near downtown – 1.) 190 West Main Street (town side of DPW) – Cloudy title – 0.5 miles from Town Hall – poor walking conditions and 2.) the sand pit – 0.9 miles from Town Hall, again poor walking conditions

Parking Task Force II



Other Comments

Parking ticket review - 92% from beaches
2019 tickets up 46% - Revenue up 59%
25% tickets ignored

Enforcement

Time limits – increases turnover
Staffing short in late Summer
Use of private parking

Beach tickets (92%) – 390 to 556 (42%) Total tickets 420 to 612 (46%)

70%-80% of parking violations that are appealed are waived. Primary reason for appeal is no signage or confusing signage.

Parking Task Force II



Think Parking!

parkingtaskforce@wellfleet-ma.gov

Wellfleet works to accommodate – comments about expensive, unfriendly, and sharks. We have special and beautiful resources we need to protect, and share graciously

A consolidated message is to “Think Parking” – and safety must be achieved



BOARD OF SELECTMEN

AGENDA ACTION REQUEST
Meeting Date: February 25, 2020

VII

BUSINESS – B

REQUESTED BY:	Tax Collector
DESIRED ACTION:	Approval of Spring Tax Bill Insert
PROPOSED MOTION:	I move to approve the spring tax bill insert for the Department of Public Works.
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____

Notice of Re-Inspections of Private Paved Roads for Winter of 2020 - 2021

Dear Private Paved Road Residents,

The Department of Public Works will be starting re-inspections of Private Paved Roads in April of 2020. Improvements may include roadside brushing, canopy, pavement improvements and signage. We will list the deficiencies, if any, for each private paved road on the Town website on or by June 5, 2020.

If your road is deficient, you will have until October 2, 2020 to address and correct. Once corrected, please call the DPW at 508-349-0315 to schedule a final inspection, conducted by the Police, Fire and Department of Public Works.

The policy and list of roads included is listed on the Town of Wellfleet's website: www.wellfleet-ma.gov. Please note it is in the resident's best interest to comply with the requirements. Roads that are not in compliance will not be plowed or sanded, except in the case of an emergency, which is determined by the Fire or Police Departments.

As a reminder, the deadline to make improvements to your private paved road for snow removal and sanding for the upcoming winter 2020 - 2021 is October 2, 2020.

Please call 508-349-0315 with any questions and thank you for your cooperation.



BOARD OF SELECTMEN

AGENDA ACTION REQUEST
Meeting Date: February 25, 2020

VII

BUSINESS – C

REQUESTED BY:	Town Administrator
DESIRED ACTION:	Approval of New Selectboard Policy – Local Access Television
PROPOSED MOTION:	I move that the Board vote that the policy recommended by the Cable Advisory Committee is worthy of formulation as a policy as presented/amended.
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____

Wellfleet Channel 18: Policy and Usage Guidelines

- I. **POLICY** - The Wellfleet Government Access Cable Television Channel (hereafter “Channel 18”) is intended solely to provide information to Wellfleet citizens about issues, services, programs, activities, and events involving or affecting local government and the community.

- II. **CONTENT** - All open meetings of all Town policy-making and regulatory boards, committees, and commissions, including Annual and Special Town Meetings, will be recorded for television broadcast and/or digital streaming in their entirety, without editing or commentary (with the sole exception of editing out technical pauses which may occur to rearrange chairs or equipment). Legally approved Executive Sessions will not be recorded.
 - A. The current list of Town policy-making and regulatory boards, committees, and commissions is as follows: Selectboard, Conservation Commission, Board of Health, Local Comprehensive Planning Committee, Planning Board, Board of Water Commissioners, Wellfleet Elementary School Committee, and Zoning Board of Appeals. This list may be modified in the future at the discretion of the Town Administrator and Selectboard.

 - B. Additional boards, committees, and commissions may be recorded at the discretion of the Town Administrator, the Selectboard, and the Channel 18 Operations Manager. Additional content, including but not limited to: public service announcements, emergency messages, informational interviews, Town training videos, recordings of Town school events, and recordings of Town recreation events, may be produced for broadcast and/or streaming at the discretion of the Town Administrator and the Operations Manager.

 - C. All content must meet approval of technical broadcast standards at the discretion of the Operations Manager.

 - D. Political forums and debates may be recorded for broadcast and/or streaming, but Channel 18 may not be used for the promotion of individual political campaigns. All commercial advertising and religious promotion is prohibited.

- E. Programming and streaming schedules will be at the discretion of the Operations Manager and preference may not be awarded based on financial compensation.
 - F. Any outside agency or citizen submitting programming for broadcast and/or streaming is responsible for obtaining all necessary copyright clearances and will hold the Town and its successors, departments, officers, employees, servants, attorneys, and agents harmless in any case of copyright infringement.
- III. **ACCURACY** - The accuracy of all information in Channel 18 broadcast and/or streaming content is the responsibility of the board, commission, or entity being recorded. Statements made may not reflect the views of Channel 18 or other Town staff. Channel 18 staff are not responsible for the accuracy or quality of information recorded.
- IV. **ACCESS** - All members of the public will have equal access to Channel 18 content. Channel 18 will broadcast continuously except in the case of technical malfunction. DVD copies of Channel 18 programming will be made available upon request to the Operations Manager. Streaming content can be viewed on personal computers, mobile devices, or Town computers at the Wellfleet Public Library.
- V. **EQUIPMENT USAGE** - Channel 18 equipment will be used for the production of Channel 18 content and may not be loaned to the public. Channel 18 equipment may be used by the Operations Manager and approved Production Technicians to produce programming for other Town entities and departments (including but not limited to: the Public Library, the Council on Aging, and local community organizations without political or religious affiliation) at the discretion and approval of the Operations Manager and Town Administrator.
- VI. **STAFFING** - The Operations Manager is the director of all Channel 18 business and will report to the Town Administrator and Selectboard as required. The Operations Manager will hire and manage Production Technicians. The work of all Production Technicians must meet technical broadcast standards and the approval of the Operations Manager. Production Technicians may not make any technical, political, financial, or managerial decisions for Channel 18 without explicit instruction from the Operations Manager.

Wellfleet Media Department: Data Report

The Wellfleet Media Department began regular operations in January 2019. Below are viewing numbers as of 10/2/19 for several boards and committees since 1/1/2019:

Board/Committee	Recordings since 1/1/2019	Highest views	Average views
Selectboard	21	4,200 (3/26)	2,451
Annual Town Meeting	2	2,712 (4/23)	2,581
Community Forums	10	3,827 (4/10)	1,080
Finance Committee	9	2,100 (2/13)	466
Shellfish Advisory Board	7	5,871 (2/25)	1,911
Zoning Board of Appeals	5	1,062 (6/13)	547

Total views across all recorded programs since 1/1/19: 99,298

Statistics:

- These are the numbers for the town's Video on Demand streaming service. I do not have a way to collect data for Channel 18 broadcasts, but there are additional viewers on traditional television.
- About 22% of the Video on Demand programs are watched on mobile devices, indicating a substantial audience of people who do not have access to computers or extended time at home.
- Wellfleet's year-round population (as of the 2017 census) was about 2,700.
- In a recent survey conducted of Wellfleet's full- and part-time residents regarding Comcast usage, 50% of those surveyed rated the town's public access programming as a "very important" service. 20% rated it "fairly important," 15% "slightly important," and 10% "not important."

Need:

- Regulatory boards are by definition making decisions which affect Wellfleet's land use, taxpayer revenue, public bylaws, long-term plans, or some combination thereof. Though their meetings are open to the public, they all take place in the afternoon or evening, when the majority of the town's working residents cannot regularly attend.
 - Wellfleet's two major industries, marine commerce and tourism, are based on tidal schedules and evening shifts in food service and retail. Most service jobs are not full-time and do not provide vacation hours. Even if a working person can afford to miss a shift—unlikely in a place where housing costs are astronomical—childcare is prohibitively expensive.
 - Senior citizens may be more flexible in schedule, but are often prevented from attending meetings in person by inability to walk or drive safely, especially in evening darkness or winter weather.
- Wellfleet, like the rest of Cape Cod, is hemorrhaging young people. A vital part of retaining an increasingly disenfranchised population is making access to information freely available. Meeting minutes record decisions and votes, but cannot capture the nuances of a debate.
- The only substitute for attending a meeting in person is watching an unedited recording. And in 2019, given the constraints of schedules, geography, and socioeconomics, not allowing access to information via television or Internet is the prohibition of public access.

Wellfleet as compared to the rest of Cape Cod:

- All fifteen towns on the Cape have an active public access media program. The vast majority record and broadcast their regulatory boards.
- There are only three towns without posted policies or mandates addressing their public access television guidelines: Yarmouth, Mashpee, and Wellfleet.
- There are only four towns not to record their Conservation Commission: Yarmouth, Sandwich, Bourne, and Wellfleet.
- There are only two towns not to record their Board of Health: Sandwich and Wellfleet.
- Wellfleet is the only town not to record its Planning Board.

Note:

- All personnel, equipment, fees, and miscellaneous expenses are paid for by the Comcast receipts fund, which cannot be used for any other purpose.
- Establishing a civic recording policy permanently codifies government transparency and public information access for the benefit of Wellfleet's current and future citizens.



BOARD OF SELECTMEN

AGENDA ACTION REQUEST
Meeting Date: February 25, 2020

VII

BUSINESS – D

REQUESTED BY:	Chair
DESIRED ACTION:	Discussion of Meeting Start Time
PROPOSED MOTION:	I move to start the meetings at 6PM until May 1, 2020. OR Take no action.
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____

Courtney Butler

From: Courtney Butler
Sent: Monday, February 3, 2020 11:49 AM
To: Janet Reinhart; Dan Hoort; Mike Trovato
Subject: Meeting Start Times

Hello,

As the schedule goes, the meeting times change from 6PM to 7PM in accordance with Daylight Savings Time. That time comes earlier this year, with the first meeting changing to 7PM on March 10. Last year, at your March 12 meeting, the Board voted to keep the meeting start time at 6PM until May 1 (minutes below).

With this, I am going to pre-emptively add this discussion to an agenda for February – please confirm if this is something you'd like to discuss, Janet.

Discussion of Meeting Start Time

Reinhart said some members thought the Board should wait to switch back to starting at 7. She suggested to the Board starting meetings at 6 PM until May 1.

Wilson said the public needs to understand and be used to the schedule as well which is why the Board chose to change the meeting time in accordance with Daylight Savings Time (DST). Bacon agreed that the Board decided to follow DST for a reason. Both Bacon and Wilson noted personal reasons for wanting the meeting to start later during DST.

Reinhart noted it might be easier for Town staff and guests to get to the meetings earlier. Bacon disagreed. Houk suggested waiting for the new member to join and see what they would like to do. Carlson noted that meetings can run late as it is, without starting an hour later. She said she could attend either way.

There was discussion of starting at 6pm versus 7pm. Wilson noted the schedule cannot be switched all the time.

Reinhart asked who wanted to keep the meeting at 6, and she and Carlson raised their hands. Bacon and Wilson raised their hands for 7 and Houk didn't respond. Reinhart said the meetings would stay as is.

Carlson moved to start the meetings at 6pm until May 1st.
Houk seconded, and the motion carried 5-0.

Courtney Butler

Executive Assistant to the Town Administrator

Town of Wellfleet

300 Main Street

Wellfleet, MA 02667

Telephone: (508) 349-0300

Fax: (508) 349-0305

Office Hours: 8am-12pm, 1pm-4pm M-F

Courtney.Butler@wellfleet-ma.gov

2020 SELECTBOARD MEETING SCHEDULE

TOWN OF WELLFLEET

6:00 PM JANUARY 14 – FEBRUARY 25 & NOVEMBER 10 – END OF YEAR

7:00 P.M. MARCH 10 – OCTOBER 27

ON THE SECOND AND FOURTH TUESDAY OF THE MONTH

AT THE COUNCIL ON AGING (715 OLD KING'S HIGHWAY) UNLESS OTHERWISE NOTED.

2020 Board of Selectmen Meeting Dates	Time and Location of Meeting	Filing Deadline for Board Agenda Items
January 14	6pm - COA	January 10
January 28	6pm - COA	January 24
February 11	6pm - COA	February 7
February 25	6pm - COA	February 21
March 10	7pm - COA	March 6
March 24	7pm - COA	March 20
April 14	7pm - COA	April 10
Monday April 27 (ATM)	6pm - School	April 24
May 12	7pm - COA	May 8
May 26	7pm - COA	May 22
June 9	7pm - COA	June 5
June 23	7pm - COA	June 19
July 14	7pm - COA	July 10
July 28	7pm - COA	July 24
August 11	7pm - COA	August 7
August 25	7pm - COA	August 21
September 8	7pm - COA	September 4
September 22	7pm - COA	September 18
October 13	7pm - COA	October 9
October 27	7pm - COA	October 23
November 10	6pm - COA	November 6
November 24	6pm - COA	November 20
December 8	6pm - COA	December 4
December 16 (with FinCom)	6pm - COA	December 14

ADDITIONAL MEETINGS MAY BE SCHEDULED AS NEEDED.

LEGAL HOLIDAYS TOWN HALL WILL BE CLOSED

January 1, 2020 New Year's Day	Jan 20, 2020 Martin Luther King Day	Feb 17, 2020 Presidents' Day
April 20, 2020 Patriots' Day	May 25, 2020 Memorial Day	July 4, 2020 Independence Day
September 7, 2020 Labor Day	October 12, 2020 Columbus Day	November 11, 2020 Veterans Day
Nov 26, 2020 Thanksgiving Day	Nov 27, 2020 Friday after Thanksgiving Day	December 25, 2020 Christmas Day

(APPROVED NOVEMBER 12, 2019)



BOARD OF SELECTMEN

AGENDA ACTION REQUEST
Meeting Date: February 25, 2020

IX

TOWN ADMINISTRATOR'S REPORT

To: Board of Selectmen
From: Dan Hoort, Town Administrator
Subject: Town Administrator's Report
Date: February 21, 2020

This report is for the period February 8, 2020 through February 21, 2020.

1. General

- Primary focus is on completing the ATM warrant.
- Working on daycare and hearing assisted devices for town meeting.

2. Fiscal Matters

- Secondary focus is getting free cash certified by Dept. of Revenue.

3. Meetings

- February 10 – Discussion about property ownership with resident
- February 11 – Selectboard meeting
- February 12 – Dredging Task Force meeting
- February 13 – Comcast contract renewal meeting
- February 17 – Holiday
- February 19 – Department Head staff meeting

4. Complaints.

- None, other than usual

5. Personnel Matters:

- Received two proposals for Town Administrator consultant search.



BOARD OF SELECTMEN

AGENDA ACTION REQUEST
Meeting Date: February 25, 2020

XI

CORRESPONDENCE AND VACANCY REPORTS

Friday, February 7, 2020 to Friday, February 21, 2020

Letters (emails):

2/7	Dan Hoort	Comp Wastewater Management Planning Committee
2/7	Courtney Butler	2/11 Agenda Packet
2/7	Dan Hoort	FW: Internet service on Lt. Island
2/10	Nancy Civetta	RE: Shellfish Dept. overwintering report
2/10	Dan Hoort	DRAFT 1/28/2020 Sb minutes/ HMW amendments and corrections.
2/10	Mike Trovato	Phone System
2/10	Helen Miranda Wilson	Fwd: Old Shellfish Building Materials
2/11	Dan Hoort	March 17th meeting
2/11	Purvi Patel (ENV)	SUPPLEMENTAL INFORMATION EEA#16144 Town of Wellfleet Proposed Shellfish Propagation Sites – WELLFLEET
2/12	Mayo Beach House	Friends of Mayo Beach House
2/14	Dan Silverman	TA applicant screening committee
2/14	Courtney Butler	Website Emails
2/14	David Ricketts	Conflict of Interest . . .
2/16	Gary Sorkin	Support for the Water Commissioners' Draft Warrant Article (15)
2/17	Melanie Cheeseman (FWE)	Wellfleet proposed shellfish propagation sites. EEA 16144, NHESP 16-35260.
2/18	Courtney Butler	FWD: Police Chief – One Officer Patrol Shifts
2/18	Courtney Butler	Executive Session - Availability 2/25 at 5PM
2/18	Courtney Butler	January Monthly Reports
2/18	Mike Trovato	Letter of Support-CDBG Grant
2/19	Division of Marine Fisheries	DMF News Q3 & Q4 2019 Now Available!
2/20	Janet Reinhart	Fwd: February Meeting With the Legislators
2/20	Dan Hoort	FW: Gabrielle Griffis resigning
2/20	Purvi Patel (ENV)	2nd EXTENSION OF COMMENT PERIOD EEA#16144 Town of Wellfleet Proposed Shellfish Propagation Sites – WELLFLEET
2/21	John Duane	Wellfleet MEPA comments 2-20-20
Board & Committee Minutes:		
2/17	Zack Dixon	SAB Minutes, Jan 6, 2020
2/12	CPC	CPC Minutes, December 4, 2019
Notices:		
2/14	Justina Carlson	Appearance of Conflict of Interest Forms
Internal Memos:		
2/13	Chief Hurley	One Officer Patrol Shifts
Legal:		
2/10	Katharine Klein	CC: Wellfleet – Indian Neck Tidal Flats



BOARD OF SELECTMEN

AGENDA ACTION REQUEST
Meeting Date: February 25, 2020



MINUTES

REQUESTED BY:	Executive Assistant
DESIRED ACTION:	Approval of meeting minutes
PROPOSED MOTION:	I move to approve the minutes of February 11 as amended.
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____

DRAFT

**Wellfleet Selectboard Meeting
Tuesday, February 11, 2020 at 6pm
Wellfleet Senior Center**

Selectboard Members Present: Chair Janet Reinhart; Kathleen Bacon; Helen Miranda Wilson; Michael DeVasto; Justina Carlson

Also Present: Town Administrator Dan Hoort; Acting Police Chief Michael Hurley; Town Clerk Jennifer Congel; Assistant Town Administrator Mike Trovato

Chair Reinhart called the meeting to order at 6:00 p.m.

ANNOUNCEMENTS, OPEN SESSION AND PUBLIC COMMENTS

Note: Public comments must be brief. The Board will not deliberate or vote on any matter raised solely during Announcements & Public Comments.

- Wilson acknowledged the passing of Joel Fox and mentioned a few of her memories of him. The Board and audience had a moment of silence in his memory.
- Policy Chief Hurley reminded everyone that the ‘Hands Free Law’ is effective February 23rd with a grace period to March 31st.
- Hurley also reminded viewers that with the upcoming census no census takers should be asking for date of birth, social security numbers, etc.
- Audience member Pam Grandin said a private group is working on a plan for the old shellfish shack and should have it ready for presentation in six to eight weeks.
- DeVasto said the Shellfish Advisory Group discussed overwintering agreements.

PUBLIC HEARING

Transfer of Annual All Alcohol License from Marconi Beach Restaurant to Bapps Taps, LLC
Patrick Daubert, Attorney, and proposed transferees Beth Andreoli and Patrick Pokras were present for the hearing. Daubert said the purchase and sale agreement is being executed in regard to the property of the Marconi Beach Restaurant. Daubert introduced Andreoli and Pokras to the Board and that they will be calling the restaurant Block and Tackle. Both live on Cape Cod. Reinhart clarified this will be a transfer and a totally new business.

Bacon asked when they planned to reopen; Andreoli said the closing is March 25th and they hope to open by June 1st. Andreoli said if they can be open before then they will be. Bacon asked if they would be open 7 days per week and year-round; Andreoli said yes to both. Bacon asked if they would be living in the area; Andreoli said yes. Bacon asked if they would be updating the premises; Andreoli said yes, they will make minor updates. Bacon congratulated the transferees and wished them the best. Andreoli said they were very excited to be part of the community.

Wilson said thank you to Russ and Marie Swart for years and years of excellent business and service.

- Wilson moved to approve the transfer of the Annual All Alcohol license at 545 Route 6 from Marconi Beach Restaurant, Russell Swart, Manager to Bapps Taps, LLC, Beth Andreoli, Manager.
- Bacon seconded, and the motion carried 5-0.

COMMITTEE UPDATE – BOARD OF WATER COMMISSIONERS

Jim Hood, Chair of the Board of Water Commissioners, and Paul Millett of Environmental Partners were present for the update. Hood said they do not expect any major changes with the budget for the upcoming year. He provided further updates, which can be found in the packet for this meeting on the Town website, Selectboard page. These updates included:

- Replacement of original pump at Coles Neck for a cost of \$9,500.
- Installation of new hydrant at corner of Route 6 and Pine Point Road, to bring water to the new Cumberland Farms. The water main was extended down Route 6 to abutters as well. The hydrant cost \$4,500.
- Installation of cub stop on Coles Neck Road, adjacent to the transfer station, for an estimated cost of \$4,000.

Hood described additional work that needs to be done, including the need to replace and upgrade the system at the Gristmill Way site with the Boy Scout camp site, the water tower, and the base computer which is located in the DPW building. The water tower also needs to be cleaned to remove mold and repainted. Hood discussed revenues and said the Board of Water Commissioners have added 14 new applications for water, although not all are connected yet. Two of these connections, Cumberland Farms and Bay Sales Marine, paid to have water mains installed on their properties. The new connection fees will incur a revenue of approximately \$70,000.

Hood described work between the Board of Water Commissioners and the 95 Lawrence Road Housing project. Hood said a major concern of the addition of 46 units at the site, is that it will increase the demand on the water system by approximately 10,000 gals/day which will take the Town over the capacity of the system. He noted that the issue is with the water main, and the Coles Neck well has been a problem for years. Hood said the options to improve the hydrological flow, of the 4-inch water main running from Gristmill Way and down Coles Neck Roads, would be to 1) replace the water main on Coles Neck at a cost of approximately \$3.7 million; or 2) bring a new water main down from the Gristmill Way site at a cost of approximately \$3.8 million. Hood said the Water Commissioners are recommending the 2nd option, which will also allow the addition of 88 separate connections.

Millett provided further information on the issue of the 4-inch water main which he said has been a noted issue for 14 years. Millett said he has spoken with Town officials and employees regarding applying for the Mass Works Grant to conduct the work.

Reinhart asked if replacing the 4-inch pipe would affect other users; Millett said no. Hood noted that Truro was awarded \$1.2 million from the Mass Works Grant in conjunction with their housing project and Brewster received \$1.7 million. He added that if the project for water updates is associated with a housing project, there is a more likely chance to be approved.

Carlson asked Hood if the Briar Lane option would allow Outer Cape Health to hook up to the system; Hood said yes. Wilson said she understood that the real issue in the North Wellfleet pipes was the 2-inch pipes along Oak Ridge; she encouraged the Water Commissioners to ask the Board to have it replaced. Wilson said she also understood that increasing the size of those pipes would cost considerably less than replacing the 4-inch pipes and was surprised this was not presented as a 3rd option. There was further discussion. Millett noted that expanding the pipe would not solve the issue of water flow.

DRAFT

Bacon mentioned that Hood has been serving on the 95 Lawrence Task Force. Bacon asked if the hydrant across Cumberland Farms was the only one on the highway; Hood said there is one next to PJs and one in front of Cumberland Farms. Bacon asked if it was conceivable if residents on Pine Point Road get water; Hood said there is not currently a water main there, but one could be installed. Bacon asked Hood if he had an estimate on the cleaning and repainting of the water tower; Hood said he did not as of yet. Bacon commented that by tagging this water expansion project onto housing the Town will be in the cue for a Mass Works Grant and will be likely to get the grant. She said this is a top consideration from the State House to develop housing.

Carlson said this was a fabulous opportunity to continue to bring Wellfleet into the 21st Century and to clean water. She commended the hard work of the Water Commissioners and Millett. DeVasto said, that going forward, the most important thing for the Town is to have foresight and asked that the Town does not try to save a nickel now and spend fifty cents later. Wilson agreed with DeVasto and also noted that the Town should focus on the amount of water available on this end of the Cape, noting the Town should be conservative in providing water. Reinhart asked Hood about his thoughts on a concern brought by a resident at the last meeting, which was that people are hooking up to Town water for irrigation; Hood said he was looking into this matter and was provided information from Wilson.

APPOINTMENT OF SPECIAL POLICE OFFICER – RON FISETTE

Acting Chief Hurley noted that Chief Fisetta does retire on February 21, so this action is to make him a Special Police Officer. Bacon asked if the Town really needed him; Acting Chief Hurley said they have only received 2 applications for the summer season, so yes.

- Wilson moved to appoint Ronald L. Fisetta as a Special Police Officer for the period of February 21, 2020 through June 30, 2021.
- DeVasto seconded, and the motion carried 5-0.

USE OF TOWN PROPERTY

Mayo Beach on July 12, 2020 from 3-4PM – Alice Wells

Wells was not present. There were no questions or comments from the Board.

- Bacon moved to approve the use of Mayo Beach on July 12, 2020 from 3-4PM by Alice Wells, subject to the conditions, if any, as listed on the application form for a fee of \$110.
- DeVasto seconded, and the motion carried 5-0.

BOARD/COMMITTEE APPOINTMENTS

Comprehensive Wastewater Management Committee – John Cumbler

Cumbler was present for his appointment. Wilson noted that Cumbler has served on the Board of Health. She noted that this Committee was supposed to have 7 members, including one representative from the Board of Health and the Board of Water Commissioners. Wilson said that the Selectboard is only allowed to default to another member who is not on either of those two boards if nobody on one of them wants to be on the Wastewater Committee. She said the Board of Health had not fully discussed having somebody on it and that there are two people interested in filling that role. Wilson said she would not like to vote on this matter tonight.

Carlson said the charge will have to be reviewed in the future, as it tasks them with completing a Wastewater Plan and that Scott Hoarsely is working on that. Bacon said she disagreed with Wilson and would like to appoint Cumbler. She said she spoke with the Conservation Agent who noted

DRAFT

there were indeed two people who were slightly interested in having this appointment, but she felt that Cumbler would be the best fit. There was further discussion. DeVasto asked if there were 2 available seats right now; Bacon said there was only 1. Wilson asked to hear from the other potentially interested parties. Hoort noted there were indeed 2 vacancies on this Committee.

Cumbler discussed his work with previous Town boards.

- Bacon moved to appoint John Cumbler to the Comprehensive Wastewater Management Committee to fill a term ending June 30, 2021.
- Carlson seconded, and the motion carried 5-0.

BUSINESS

Request for May as Celebrate Herring River Month

Beth Chapman, Chair of the Friends of Herring River, was present for the request. She noted this is the 2nd time the Friends have made this request and described past and current events being held by the group for the public's benefit. Carlson thanked Chapman for the set of programs. Chapman said the first public hearing before the Cape Cod Commission will be sometime in March and will provide more information in the future.

- Bacon moved to proclaim May as "Celebrate Herring River" month.
- Carlson seconded, and the motion carried 5-0.

Sign Warrant for Presidential Primaries

Town Clerk Congel presented the request for the Selectboard to sign the warrant for the Presidential Primaries which will occur at the COA. Polls will open at 7AM and close at 8PM. Reinhart said she was surprised by the number of names on the warrants.

- Carlson moved that the Selectboard sign the warrant for the presidential primaries for March 3, 2020.
- Wilson seconded, and the motion carried 5-0.

Congel noted that local elections are May 4th and there are many openings available. Congel can provide more information to interested parties at her office at Town Hall.

Request to put stairwell from Town Hall parking lot to Historical Society

Eric Winslow, of the Historical Society, was present for the request. Reinhart asked why this project was called a "stairwell" as opposed to "stairway"; Winslow said that was an error. Winslow noted that their request is to put a stairway from the Town Hall parking lot to the rear of the Historical Society and Museum property with a small pergola. Reinhart asked if lighting would disturb neighbors at night and suggested solar lights; Winslow said solar lighting is very dim and tend to get knocked over, he said they would like to put lighting on a timer. Winslow noted that there was already a path in this location but that it was not being maintained.

Bacon asked if the abutters were notified and what their thoughts were; Winslow said they have not had contact yet. Winslow noted that the property is a rental property and the owners are not there often; Bacon asked them to contact the owners first. Bacon asked where the liability lies; Winslow noted that it was Town property so the liability would probably lie with the Town. Bacon asked the Historical Society to indemnify the Town with regard to liability. Hoort said he would like to talk with Town Counsel first because the Town would most likely to provide an easement. Carlson asked if the Town had some sort of umbrella policy with regard to Town property; Hoort said yes.

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Wilson clarified that the Historical Society would be maintaining the staircase. There was discussion about the matter of an easement. Hoort said he would check with Town Counsel on the matter.

- Bacon moved to postpone the request until provided legal opinion from Town Counsel.
- Carlson seconded, and the motion carried 5-0.

Approval of New Town-wide Telephone System

Trovato and Harry Terkanian, former Town Administrator and member of the Building Needs and Assessment Committee, presented the request. Trovato noted that this project has been in process for some time. Terkanian said this project was driven by the update of the Police Station. The vendor chosen is Partners Technology Terkanian described the project, which includes information that was provided in the Selectboard packet and can be found on the Town website.

Reinhart noted that the new phones will go into every Town building with the exception of the Transfer Station. Terkanian noted features of the system included 4-digit extensions and call forwarding. Wilson said she understood that there would be some backup; Terkanian said this was called POTS (Plain Old Telephone System) and involves copper wiring. Wilson asked about the current equipment at the Police and Fire stations; Terkanian said the systems are outdated and can no longer be updated by the provider.

Bacon asked about the price of the equipment and infrastructure upgrade. Terkanian said the infrastructure upgrade is to re-cable the Town Hall and will cost approximately \$11,150 and the purchase price for the equipment is \$75,330. He noted the pricing includes installation training, parts and labor warranties, and software.

Audience member Wayne Clough asked if the desk sets can be plugged into a cable anywhere, in case of emergencies; Terkanian noted that the call forwarding feature would provide for this service. Clough asked if phones could be added to the beach lots if and when telephone service is provided along Ocean View Drive; Terkanian said he did not want to make a promise he could not keep.

Terkanian noted that money for this was previously appropriated. Wilson asked for a copy of the proposal; Trovato noted he sent it electronically to the Board.

- DeVasto moved to postpone the purchase and installation of a new Town-wide telephone system as presented by the Assistant Town Administrator.
- Carlson seconded, and the motion carried 5-0.

Expedition Blue Presentation

Reinhart said there is a lot going on in the Harbor and there is a plan that the Harbormaster has tentatively developed with an engineer. She noted that she would like to postpone this discussion and the one of the Old Shellfish Shack until that comprehensive plan is set. Reinhart asked Hoort to set up a work meeting with all parties. DeVasto asked the Harbormaster's plan would incorporate the whole parking lot area and what it included; Reinhart said it included the harbor, parking lot, and more. DeVasto asked if the Board did not want to hear the presentation; Reinhart said she informed Trovato to tell his presenters not to come.

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Wilson said this unit was an outlier to the Harbor plan and wanted to discuss it. Reinhart said she is postponing this item because she heard from people that they did not like the design or want it in Town. She provided an explanation of Expedition Blue, which is to emphasize the Cape's year-round economy. There was further discussion.

Trovato clarified the intention of his presentation tonight which was to provide the Board and public an update on their work on the project. He said there was no proposal or vote expected tonight. Carlson said she did not feel she could evaluate the components of the presentation without looking at the Harbor plan first.

Wilson said she did not feel that it was fair for one person to decide to postpone an item. She also noted that her use of the term "blue economy" is in reference to economy based upon the water.

- DeVasto moved to postpone.
- Wilson seconded, and the motion carried 4-0-1, with Bacon abstained.

Discussion of decision on Old Shellfish Shack

Reinhart asked the Board if they wanted to discuss the Old Shellfish Shack or postponed it. DeVasto said there was an appraisal done that showed the building's structural value at \$0, but that does not matter because the assessed value is what really matters. He noted that the 50% threshold would be about \$37,00 to bring it up to code. DeVasto suggested turning the structure into a seasonal changing room. He noted it would cost just as much to tear the building down as it would to update it. Reinhart noted that currently the Shellfish Department does use it to store things.

Bacon asked if the Board was postponing or discussing this matter; Wilson and DeVasto wanted to discuss it. Bacon asked DeVasto if he received information from the Building Inspector; he said yes. Bacon said she appreciated DeVasto's sentiment, but the building was in a floodplain.

Audience member David Wright was in favor of DeVasto's suggestion but also agreed to postpone the discussion until the Harbor Plan is set. He suggested having the Blue Economy group pay for the project.

Audience member Pam Grandon said she has reached out to 2 Selectboard members three times with no response and would like to speak with DeVasto. She noted the citizen group working on this project is interested in what the Blue Economy group is doing. Grandon noted that in 2002 at Annual Town Meeting, \$25,000 was appropriated to bring the shack back up to date. She asked where the money went since that project was not done. Grandon also noted that the deed restrictions have not expired. She asked for an informed decision, noting that there was a lot of misinformation going around.

Reinhart asked who Grandon represented and who she sent emails to; Grandon said she sent 3 emails to Reinhart and Bacon. Grandon said she represents the Friends of the Mayo Beach House. Bacon noted the real expert on this matter was Terkanian and the packet for this evening contains information from the Building Needs and Assessment Committee. Bacon also addressed the issue of the deed restriction. Wilson said that if a piece of land is given, the Town should honor their wishes with respect to the use of the land. There was further discussion.

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Carlson thanked Grandon for her and her group's efforts and asked to postpone the discussion. There was further discussion and the Board asked Grandon to email the Board at bos@wellfleet-ma.gov with her information.

Audience member Wright said he was not in favor of demolishing the shack.

Reinhart asked Bacon what she would like to do with the building; Bacon said burn it. She said this has been on her goals for years and is ashamed that it still exists and is what visitors see when they visit the Town beach.

No action taken.

SELECTBOARD REPORTS

- Bacon informed the Board that the final draft of the RFP for 95 Lawrence Road should be to the Selectboard in late March
- Wilson attended the Shellfish Advisory Group where they discussed overwintering agreements

TOWN ADMINISTRATOR'S REPORT

To: Board of Selectmen

From: Dan Hoort, Town Administrator

Subject: Town Administrator's Report

Date: February 7, 2020

This report is for the period January 25, 2020 through February 7, 2020.

1. General
 - First draft of ATM warrant has been distributed.
 - Working on daycare and hearing assisted devices for town meeting.
2. Fiscal Matters
 - FY 2021 FinCom budget reviews in progress
3. Meetings
 - January 28 – Finance Dept. Meeting
 - January 28 – Selectboard meeting
 - January 29 – ‘Meet with the Editor’ to answer questions on Herring River Restoration.
 - January 31 – Vacation day
 - February 3 & 4 – Vacation day
 - February 5 – Staff meeting to discuss annual town meeting warrant
 - February 5 – Meeting with Board of Water Commissioners chair
 - February 6 – ‘Meet with the Editor’ to answer questions on Herring River Restoration.
 - February 6 – Meeting with Police Chief and new Lieutenant
 - February 6 – WEA negotiations
4. Complaints.
 - none
5. Personnel Matters:

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- Sent request for proposals for Town Administrator consultant search.

TOPICS FOR FUTURE DISCUSSION

- Wilson: discussion of High Toss Road
- Wilson: approval of executive session minutes
- Wilson: a discussion of the process related to the upcoming DCR/DOT meeting
- Bacon: policy regarding taking of all boards
- Bacon: finalize Town marijuana policy
- DeVasto: discussion of abandon derelict buildings in downtown commercial district and other areas of Town.
- Reinhart: discussion and possible vote on revised liquor regulations based on Chatham's regulations.

CORRESPONDENCE AND VACANCY REPORTS

MINUTES

Wilson provided amendments to the minutes for the record.

- Wilson moved to approve the minutes of January 28, 2020 as amended.
- Bacon seconded, and the motion carried 5-0.

ADJOURNMENT

- Bacon moved to adjourn
- Wilson seconded, and the meeting adjourned at 8:27pm.

Respectfully submitted,

Courtney Butler
Secretary

Public Records Material as of 2/7/2020

1. Public Hearing Papers for the request from Bapps Taps, LLC;
2. Presentation from the Board of Water Commissioners;
3. Appointment papers for Ronald L. Fisette;
4. Use of Town Property Application from Alice Wells;
5. Appointment papers for John Cumbler;
6. Email from Beth Chapman regarding Herring River Month;
7. Warrant papers from the Town Clerk;
8. Request and documentation from the Historical Society regarding a stairway at the Town Hall parking lot;
9. Memorandum and proposal papers for Town-wide telephone system;
10. Presentation on Expedition Blue;
11. Memo from Town Administrator regarding Old Shellfish Shack;
12. Town Administrator's Report;
13. Correspondence and Vacancy Reports;
14. Draft and amended minutes of January 28, 2020 meeting.



BOARD OF SELECTMEN

AGENDA ACTION REQUEST
Meeting Date: February 25, 2020

XIII

ADJOURNMENT

REQUESTED BY:	Chair
DESIRED ACTION:	Adjournment
PROPOSED MOTION:	I move to adjourn.
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____

