



Wellfleet Selectboard

NOTE START TIME: 12:30 P.M.

The Wellfleet Selectboard will hold a public meeting on Wednesday, January 24, 2024 at 12:30 p.m. at the Wellfleet Adult Community Center (ACC), 715 Old King's Highway, Wellfleet, MA 02667. Remote participation will be available by Zoom and telephone as provided below, in compliance with 940 CMR 29.10 and the Town's Remote Participation Policy. If technological problems interrupt remote participation, the meeting may be suspended or ended at the discretion of the Chair in consultation with the Board.

Note: Any individual may record the meeting, but must first notify the Chair, and may not interfere with the meeting to record it. See M.G.L. c. 30A, s. 20(f).

Join the meeting hosted in Zoom by using the following link:

<https://us02web.zoom.us/j/85689604806?pwd=blplVFFBZzViQ0xNWkZKMm9iMVdrdz09>

By Phone: +1 929 205 6099 and enter Meeting ID: 856 8960 4806 | Passcode: 611877

To participate during public comment:

In person: go to closest available microphone.

Zoom: raise hand to be called on to speak.

Phone: dial *9 to raise hand to be called on

All participants must be recognized by the Chair prior to speaking during public comment or at any other time during the meeting. See "Speech and Conduct at Public Meetings" page following Agenda for further information on the law governing public participation.

I. *Announcements/Public Comment*

Note: Public comments are limited to no more than three minutes per speaker. The Board will not deliberate or vote on any matter raised solely during Announcements & Public Comments.

II. *Interim Town Administrator and Interim Assistant Town Administrator*

A. Process for Interviews and Recruitment

B. Interviews of candidates for Interim Town Administrator

1:15 p.m. Harry S. Terkanian

2:00 p.m. Liz Hartsgrove

C. Next steps in process(es)

III. *Adjournment*

HARRY SARKIS TERKANIAN

████████████████████
WELLFLEET, MA 02667
████████████████████
████████████████████

January 22, 2024

EDUCATION:

- 1970 Massachusetts Institute of Technology, Bachelor of Science in Applied Mathematics
- 1975 Suffolk University, Juris Doctor
- 2005 University of Massachusetts, Dartmouth, Master of Science in Computer Engineering
- 2014 Graduate Certificate in Local Government Management and Leadership, Suffolk University Sawyer Business School

PROFESSIONAL EXPERIENCE:

- 1970, 1971: Police Officer, Town of Wellfleet.
- 1971 - 1975: Raytheon Company, Waltham, MA while attending law school.
- 1976 - 1983: Private law practice in Wellfleet, MA.
- 1983 - 2010 LaTanzi, Spaulding & Landreth, PC, Orleans MA. Associate 1983 – 1986, Partner 1986 – 2004, Of Counsel 2005 - 2010. As managing partner, I was responsible for firm fiscal performance and human resources. Earned masters degree in computer engineering while working full time at the firm.
- 2005 - 2010 Owner/Manager of Outermost Systems, LLC providing computer systems services.
- 2010 – today IT Director, Town of Truro. Responsible for all computer operations (except schools), telephone systems and local government TV channel, preparation and defense of the department budget and capital plan. Participated in preparation of the request for proposals for the procurement of equipment to run the local government TV channel.

COMMUNITY SERVICE (PARTIAL):

Town of Wellfleet Offices, Boards and Commissions (partial):

Moderator: 1979 — 1999 and 2006 - 2010
Conservation Commission 1976 – 1978 (Chair 1977)
Advisory Board to the Home Health Agency 1980 -1980
Bylaw Review Committee 2004 - 2007
Computer Study Committee 1986 – 1988, 1991 – 1993
Saturday Town Meeting Study Committee 1988 – 1989 (chair)
Charter Review Committee – 2016
Cape Cod Tech Building Committee – current
Nauset Regional Building Committee – current
Municipal Affordable Housing Trust (chair) - current

Offices in other Towns:

Town of Orleans: Special Town Counsel
Town of Truro: IT Department Head 2010 - 2012

Representative prior service in community and professional organizations:

Trustee of the Wellfleet Conservation Trust 1993 - 2003;
Board member of the Wellfleet Historical Society, Inc.;
Board member of the Real Estate Bar Association of Massachusetts;
Past president, board member and committee chair of the Massachusetts
Moderators Association;
Corporator of the Cape Cod Five Cents Savings Bank; and
Trustee and finance committee member of the The Cape Cod Five Cents
Savings Bank Charitable Trust.

REFERENCES: On request.



LIZ HARTSGROVE



[/elizabeth-hartsgrove](#)



SCAN ME

January 22, 2024

Town of Wellfleet

Re: Interim Town Administrator

Dear Wellfleet Select Board/ Recruiting Team:

With over two decades of public administration experience on Cape Cod, a Master in Public Administration and foundational disciplines in Fine Arts, I am excited to express my strong interest in the Interim Town Administrator position within the Town of Wellfleet team. My resume is enclosed for your consideration.

The region's vulnerability to climate change and the need to protect its unique and fragile ecosystems requires a shared commitment and while delicately balancing our year-round and 2nd homeowner resident quality of life with economic interests, housing and tourism. It is vital for our municipal leaders to have expansive experience and passion towards engaging inclusive partnerships while integrating innovative service enhancements through identified opportunities. I believe my experience aligns well with the role's emphasis on such critical proficiencies:

- ❖ **LEADING** small-and-large scale internal and external teams, I challenge the status quo while respecting historical traditions while recognizing with the need for adapting 21st century+ priorities through building trust, relationships, and long-term working experiences, including land-use planning and strategic program management within complex municipal organizational structures.
- ❖ **STRATEGIZING** \$200M+ capital projects and programs through an advantageous understanding and conscious managing of local and regional master plans including feasibility studies, project initiation, planning and early design, review and post evaluation requires mastery of stakeholder collaboration to attain end goals and objectives.
- ❖ **PLANNING AND EXECUTION** through applying human-centered design-thinking methodology to efficiently strategize, shape vision and decisions properly aligned with community values and objectives into measurable opportunities and service experience enhancements. One noteworthy achievement includes spearheading an internationally award-winning customer service program, which not only enhanced customer experiences but also drove improved revenue outcomes.
- ❖ **COMMUNICATION & ENGAGEMENT** in a multitude of presentation strategies and means to deliver of services through processes, people and placement. My Bachelor of Fine Arts degree is instrumental in helping captivate audiences through a disciplined understanding of how to engage and connect with people on a visceral level through available virtual channels and tools, but equally importantly through boots-on-the ground, grassroots methods to ensure a diverse range of populations are included.

I look forward to the opportunity to discuss how my background aligns with Wellfleet's mission and vision, and how I can contribute to the organization's success. Thank you for considering my application.

Liz Hartsgrove



LIZ HARTSGROVE



[Redacted]

[Redacted]

[Redacted]

[/elizabeth-hartsgrove](#)



SCAN ME

Serving and leading teams towards a better future by embracing diverse innovation and creativity to successfully enhance service value.

Strategic	Learner	Achiever	Responsible	Arranger
Lead teams from various angles to navigate and anticipate barriers conflicting with project goals.	Pilot plan implementation with monitored and evaluated results to alter strategies as needed.	Highly organized with simultaneous small and large complex project management in fast paced environment.	Close supervision of financial planning, development and budget oversight for multiple town budgets	Utilizing Design Thinking expertise to craft strategies that nurtures and reinforces exemplary and consistent behaviors.

EDUCATION AND PROFESSIONAL DEVELOPMENT

CREDITED DEGREES AND CERTIFICATES

- ❖ Master of Public Administration (MPA) - Suffolk University, Boston, MA, USA
- ❖ Bachelor of Fine Arts (BFA) - Southern Methodist University, Dallas, TX, USA
- ❖ Master Certificate in Local Government Leadership & Management – Suffolk University, Boston, MA, USA

NON-CREDITED CERTIFICATES

- ❖ Suffolk University Certificates
 - Municipal Finance Management
 - Public Communications
 - Ambassador in Creating an Inclusive Community
 - Becoming an Inclusive Leader
- ❖ Climate Reality
 - Leadership Corps Certificate with Former US VP Al Gore
- ❖ Project Management Institute
 - Intro to Project Management Certificate
- ❖ Disney Institute Certificates
 - Disney's Approach to Employee Engagement
 - Disney's Approach to Quality Service
 - Disney's Approach to Leadership Excellence
 - Disney's Essentials: People Make the Difference
 - Disney's Essentials: Everyone Can Lead

RECENT PROFESSIONAL EXPERIENCE

TOWN OF BOURNE ~ BUZZARDS BAY, MA

December 2022 - Present

❖ ASSISTANT TOWN ADMINISTRATOR

Works side-by-side with the Town Administrator managing all areas and departments of the municipal organization, including 300+ employees, 5-member elected Selectboard and community with 21,000 year-round and 50,000 seasonal populations and all operational and capital services split in half by the Cape Cod Canal.

- Directly responsible for annual-fiscal-cycle managing short-and long-range capital needs, forecasting, planning and implementing over \$200M valued projects.
- Leads operational and regional teams with end-to-end small and large scale projects including research, conceptual design, stakeholder outreach, buy-in and coordination, fund appropriation, benchmarking, implementation, on-going evaluation and readjustments.
- Directly supports all technical and administration of municipal procurement and purchasing including design and construction, ensuring state laws and requirements are achieved.
- Facilitates comprehensive 5-10 year Strategic Planning and Needs Assessment exercises for various community services and elected/appointed boards such as Capital Planning, Library, Parks, and Recreation; applying design thinking methodology and drafting recommendations, implements paths for achieving essential community engagement and outreach, SWOT analysis, and issuance of final plans.

- Evaluating bylaws, policy and procedures to identify areas for improved internal and external efficiencies; achieving stakeholder consensus; drafting and conducting necessary steps towards approvals of amendments through public hearings, and Town Meetings; formulating amendment implementation actions including communication and guidance, trainings for staff and customers.
- Spearhead crisis management task force issues and teams.
- Leads all media relations and communications both internal and external.
- Department Head for facilities operations and teams, managing daily support, assessing capital needs and ensuring town buildings including Town Hall, community building, library, 3 active fire stations, police headquarters, public works headquarters, solid waste landfill facilities, marina structures, wastewater treatment facility, and all the people within those facilities are served to the highest standards.
- Supervises the issuance of licenses and regulatory compliance of all business and special events operating in community.

TOWN OF BARNSTABLE ~ HYANNIS, MA

August 2014 – December 2022

❖ DEPUTY DIRECTOR OF ASSET MANAGEMENT/LICENSING DIRECTOR

March 2021 –December 2022

Directed Licensing, Special Events and Use of Town Property management programs, assists with oversight of Property & Risk Management programs.

- Lead teams with ongoing design thinking techniques to enhance user experience through analysis, documentation, written and verbal presentation, cost analysis, budgeting, and comprehensive project management, progress tracking and sustainability.
- Lead special small and large scale projects requiring cross-team, interdisciplinary internal and external stakeholder collaboration to identify areas of concern and service enhancing initiatives.
- Lead teams with 2,000+business relationships, licenses, lease negotiations and compliance operations, past/present/future program uses of all town assets and properties.

❖ ASSISTANT DIRECTOR OF PLANNING & DEVELOPMENT

June 2018 to March 2021

Strategic planning of parking & transportation, visitor services and special events programs; arts & culture, comprehensive planning, conservation, site plan, economic development, zoning, historic and housing programs.

- Create and implement an award winning town-wide customer-centric program, *“Creating Leaders Today for Barnstable’s Tomorrow”*, driving and boosting organizational economic vitality.
- Senior Facilitator developing, mentoring and influencing strategies, planning, coordinating and monitoring a variety of creative community spaces, planning, regulatory, parking and transportation, visitor and guest services, performance improvement and management, and product development including the incorporation of public safety precautions within Main Street Business Improvement District and downtown harbor area, serving tens of thousands daily.
- Entrepreneurial skills sustaining client focused programs and sustained operations, building and optimizing the client experience roadmap, ensuring proactive scheduling of key deliverables, milestones and tasks including facility investments and redevelopment.

❖ CONSUMER AFFAIRS SUPERVISOR

August 2014 to June 2018

Directed Licensing, Parking/Transportation Mgmt, Gateway Greeter, Non-Criminal Citations and Weights & Measures programs supporting over 2,000+ businesses; assists with oversight conservation, building and health programs (20 direct reports).

- Exceptional critical-thinking towards comprehensive and strategic task, real estate planning and decision-making, project and program management, framing up complex issues, and stakeholder engagement.

- Strong analytical skills to synthesize objective, credible, key information into clear and concise presentations, provide feedback with findings and actionable recommendations, and consistent progress reporting for leaders, businesses and stakeholders.
- Effective verbal and written communication skills with targeted design, distribution and reporting activities, providing hands-on ideation, creative solutions development and execution of strategic initiatives in partnership with external and internal stakeholders through end to end life cycle.

EARLIER PROFESSIONAL EXPERIENCE

TOWN OF YARMOUTH ~ YARMOUTH, MA

June 2009 - August 2014

❖ EXECUTIVE ASSISTANT TO THE TOWN ADMINISTRATOR

- Leader of Yarmouth Revenue Team charged with strategic planning, monitoring and implementation of new revenue generating initiatives including procurement and real estate management
- Representing member of contract negotiation team (10 collective bargaining unions, business support agreements)
- Leader on various strategic problem solving activities; procurement; research, analyze and documentation of recommended streamline efficiencies in service delivery standards and processes.

TOWN OF WELLFLEET ~ WELLFLEET, MA

September 2006 - June 2009

❖ EXECUTIVE ASSISTANT TO THE TOWN ADMINISTRATOR

- Lead preparation and presentation of organizational annual budgets for annual Town Meeting approval
- Chief Procurement Officer; daily control over a variety of ongoing activities, property and contract management, purchasing, research, analyze and recommend improvements in operational standards and processes.
- Representing member of contract negotiation team (10 collective bargaining unions, business support agreements)

TOWN OF PROVINCETOWN ~ PROVINCETOWN, MA

December 2022 – September 2006

❖ LICENSING AGENT

- Establish short and long range plans and objectives using expertise; assume direct accountability for results.
- Regulatory compliance management, enforcement oversight, policy creation and reform affecting over 700 licensed businesses including restaurant, hotel, vendor kiosk, entertainment, transportation and retail; reviewing plans, assisting with development and implementation; supporting regulatory board.

ADDITIONAL SKILLS & EXPERIENCE

Awards & Recognitions

- International Parking & Mobility Institute's Professional Excellence Award for Customer Service, 2021

Public Speaking

- University of Massachusetts, Boston 2023 – Topic: Enhancing Service Experience
- Suffolk University, 2023 – Topic: Designing an Inclusive Delivery of Services for Public Service
- Cape Cod Community Leadership Institute, 2018, 2019, 2020, 2021, 2022 – Topic: Government/Civic Engagement
- IPMA-HR Eastern Region Annual Conference, 2019 – Topic: Creating Service Leaders

Technology Skills

- Microsoft 365 Suite; Apple; Google; Presentation software (PPT) including Keynote; Civic Plus; MUNIS; Social Media Platforms