



## Town Manager Search Committee

# Meeting Agenda

In keeping with Governor Baker's Executive Order of March 12, 2020; "Order Suspending Certain Provisions of the Open Meeting Law" – All Participation for Town Residents will be by Remote Access. If the audio becomes unavailable, the meeting will be paused until it can be restored, or the meeting will end.

**FOR PARTICIPANTS:** The Provincetown Town Manager Screening Committee meeting will start at 1:00pm. You can join the meeting starting at 12:50pm.

**TO JOIN THE MEETING:** Richard J. White is inviting you to a scheduled Zoom meeting.

**Topic:** PMLD GM Search Committee

**Time:** Thursday, November 5, 2020, 01:00 PM Eastern Time (US and Canada)

Join Zoom Meeting

<https://us02web.zoom.us/j/81168406489?pwd=SXFYYzd3TkxSUmRtbXJqV0RXOEc3Zz09>

Meeting ID: 811 6840 6489

Passcode: 860071

Find your local number: <https://us02web.zoom.us/u/kdMoQ2ENKg>

**To Ask A Question:** PMLD GM Screening Committee meetings are governed by the Massachusetts Open Meeting Law. When public participation is allowed on an agenda item, here is what you do to address the public body: • By computer or smartphone: • Click "Raise your hand" button, located on bottom of the Participant screen.

- I. Call to Order.
- II. Introductions
- III. Election of Officers
- IV. Review of Process to date and going Forward
- V. Recap Staff and Community Leaders Synthesis
- VI. Review of Brochure/Position Profile
- VII. Develop Screening Committee Feedback to potential candidates
- VIII. Review of Questions
- IX. Possible Schedule moving Forward
- X. Adjourn

Posted: Town Hall, [www.provincetown-ma.gov](http://www.provincetown-ma.gov), 10/30/20, 12:00 pm, AR



**Town Manager's Search Committee  
AGENDA ACTION REQUEST**

**Thursday, November 2, 2020**

**1**

# **INTRODUCTION MEETING**

Election of Officers and scheduling future meetings

**Requested by:** Elizabeth Paine, BOS Secretary

**Action Sought:** Procedural

## **Proposed Motion(s)**

Discussion Dependent/Votes May Occur

## **Additional Information**

- Please see attached documents: staff synthesis, community leaders synthesis, Town Manager Ad and Town Manager Brochure.

## **Board Action**

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

# **GROUX-WHITE**

CONSULTING, LLC.

## **Synthesis of Feedback Received from Provincetown's Senior Managers**

There is universal and genuine sadness among the senior managers regarding the departure of the former Town Manager. Many felt a genuine disconnect with the Town Manager. However, many felt circumstances never allowed her an opportunity to grow into the position or for staff to overcome some of the impediments in place to make a connection. Arriving during budget required a singular and dedicated effort during the start of employment to budget planning and development. The emergence of the coronavirus as an issue continued was also isolating. Some lamented that these circumstances prevented the new Town Manager an opportunity to grow, learn and adapt.

Senior managers believe that the Town and they have suffered from an absence of leadership/management continuity. All desire stability, continuity, consistency and a sense of strategic direction and purpose in working with their next Town Manager. Something, they believe that has been missing because of the high turnover and short tenures of past Town Managers. Senior managers believe there is plenty of blame to share for this lack of continuity. Most importantly they hope that the Select Board will work on developing a stronger civic culture in working with staff, the community, and its next Town Manager. There is a genuine feeling of weariness among the staff at the lack of decision-making systems in place for the Select Board to take advantage the staff's competencies as well as the Board's own political diversity. The staff feels strongly that no Town Manager will be successful unless the Select Board is able to work effectively as a group while respecting each other's differing perspectives without harboring personal animus because of past policy decisions. This weariness influences the senior manager's perspective of the role that the next Town Manager should play in the organization and the working relationship s/he establishes with the Select Board and the community.

## **Town Manager-Staff Relationship, Town Manager-Select Board Relationship, Town Manager-Community Relationship**

The senior leaders would like their next leader to develop stronger partnerships with the department heads in presenting and marketing various initiatives to the Select Board, independent boards and committees, Town Meeting, and the community. There is consensus among senior managers that over the past several years that the long transition gaps between Town Manager appointments has forced the staff to informally coordinate, collaborate and develop consensus on important strategic initiatives, efforts, and operations. This work was done informally without ant central control or direction. Senior managers would like the next Town Manager to take advantage of these informal practices by developing formal systems and mechanisms for decision making, operational collaboration, project management, priority setting and organizational communication.

It is also believed that management control as an exclusive focus of leadership has created problems. Many staff would like a leader that will support and help them effectively articulate some of the short- and long-term needs and challenges facing the Town. There is a feeling among the staff that they have not served the Board or Town well in that regard. The senior managers work in Provincetown because they are committed to the community. They believe most of their efforts have either bottlenecked or have been suppressed at the Town Manager Office level. They are eager for the next Town Manager to engage them in a collaborate way. They would like their next Town Manager to be committed to developing internal systems so that they and the Town Manager are supporting the same recommendations to the Select Board. They welcome a Town Manager committed to developing internal systems where they receive feedback, redirection, or expressions of disapproval prior to making a presentation to the Select Board or other committees. A lack of commitment to this has hurt previous Town Managers creating a lack of trust with direct reports and fostering perceptions of insecurity.

The senior managers have great affection for the community, its complexity, diversity, and compelling idiosyncratic nature. They are a dedicated crew, who believe they are able managers who skills have often been underappreciated, disrespected, and taken for granted. They feel that they are competent, professional, and committed. But they want to be better. They would like a Town Manager who is kind, considerate, respectful, secure, supportive, a coach, someone capable of bring out their best work! The senior managers believe that the hiring of a controlling micro manager will be counterproductive to these goals. They desire a servant/leader committed to working collaboratively with them and building stronger bridges to the Select Board.

Additionally, many interviewed expressed a desire for the next Town Manager to foster communication between the Town's department heads as well as between and amongst boards and committees as his/her highest priority. There is a general feeling that some of the political upheaval that currently exists could be avoided if more effective systems of communication are developed. There is a desire among the staff that their next leader be committed to collaborating, delegating, and communicating. Staff wants a leader who sees him/herself as a delegator, teacher, mentor, facilitator first with a focus on serving the organization and those who make it work.

New leadership offers new opportunities. As such, the leadership team would like the next Town Manager to have 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) while coordinating, facilitating a more proactive long-term effort that is inclusive.

There is a feeling amongst many that Provincetown's most pressing challenges are in the long term. Pressing, critical and significant operational, financial, infrastructure and governance challenges are on Provincetown's horizon which requires a selfless leader 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 Town Manager will need to continue to define the role of the various individuals within the administration function, so that work within the organization flows, is operational, serves the internal customer well and is respectful of the expertise of the staff.
2. Developing regular systems of communication throughout the organization is critical to the future success of the Provincetown professional staff. The next Town Manager should be committed to collaboration, shared decision making and regular communication through consistent and regular scheduling of department head meetings, the establishment of cross departmental and functional work teams that include all operational interests and inclusion of all affected interests in decision making. The new Town Manager must trust, encourage, and support the topic experts on the staff.
3. Transition planning will be an issue for the next Town Manager. Some long standing seasoned administrative leaders will be leaving Provincetown within the next five years. The next Town Manager should be able to lead and guide the staff in evaluating restructuring and reorganization opportunities as well as develop formal succession transition plans.
4. The staff will never be successful until and unless the Town Manager is able to establish a strong partnership and working relationship with the Select Board. S/he must help the Board develop public meeting systems in which their input is heard, considered, and included in the strategic direction and work plans of the staff. A considerable amount of the next Town Manager's attention should be spent working with the Select Board connecting them with the staff's efforts and the staff with the Board's. The Town Manager will need to help the Select Board develop process and systems that reinforce civility, establish standards of behavior, and brings closure to Board actions so that the Board can move forward and be more productive.

**Financial**

Provincetown's financial position is strong. It has healthy cash reserves, has established a recurring revenue source for appropriating OPEB funds, continued a modest investment in its capital plan and has solid, capable, and knowledgeable financial leadership. The fiscal year 2021 budget was supported by a \$400,000 free cash appropriation supporting recurring expenses. At some point, a plan must be developed to eliminate this subsidy. However, limiting the free cash subsidy to \$400,000, given the challenges and uncertainty managed, is remarkable.

1. The coronavirus will hover over Provincetown's internal budget process creating uncertainty for the short term. The Town Manager must focus on managing this uncertainty including all of the interests in the forming of an appropriation strategy for the future and in managing communication with the staff, Select Board and the community during this time of uncertainty. It is a time-consuming task. The new Town Manager must develop a strong partnership with the Finance Director in all budget efforts. There has been a tendency to manage the process in a vacuum to meet deadlines and respond to the challenge of balancing a budget with limited revenues. Sometimes, doing this efficiently comes at the expense of good communication, collaboration, and inclusion. The next Town Manager should be experienced in

managing collaborative budget development systems that include the various interests in the organization in resource prioritization and decision-making process.

2. Many interviewed believe that the next Town Manager should focus on engaging the community in any effort to develop policies and new practices that strengthen the Town's financial stability. Developing clearer policies (embraced by all interests) regarding revenue forecasting, cash reserves, budget development, resource allocation and debt will keep the Town on strong financial footing. Coronavirus may have a significant impact on tourism. Tourism, said to contribute more than 500 million dollars to the Provincetown economy, has many interests. The next Town Manager must develop communication systems to inform the various tourism interests in town of any potential changes, actions or coronavirus related initiatives that will impact the Town's tourism industry. The Manager must develop proactive systems of outreach, inclusion, and opportunity so that this important constituency does not feel disenfranchised. The next Town manager needs to be a nimble leader, flexible, a person who seeks to understand as a leadership priority.
3. The next Town Manager must begin developing options and plans for the Select Board and the community to consider as to what the Fire Department will look like after the Fire Chief retires.
4. The failure to fully fund the Police station remains an issue to resolve. Already more than three groups have expressed in the VFW property. Economic development, developing affordable housing, managing climate change, expansion of the Town's sewer system, protection of its natural resources and management of its coastal resources are issues identified by the senior managers awaiting the Town Manager's attention

**Community**

1. Provincetown's citizenry is changing and will continue to evolve. Although its permanent residential population is small, its summer and shoulder population as well its vibrant retail sector makes Provincetown a big city! Yet, despite all this, Provincetown embraces many small-town qualities. Its citizens (resident, seasonal and retail) are passionate about their Town. They hold strong views and are unafraid to express them. The new Manager must have thick skin. The community insists on a level of intimacy, inclusion, respect, and presence from their Town Manager that is exceedingly small town, yet levels of activity, performance expectations and productivity requirements mirror that of a much larger community. Citizens expect the Manager to be accessible, visible, and engaged. They desire to be heard, understood as well as respected. Provincetown is a remarkably diverse place. The Manager must be able to connect to, appreciate and be supportive a variety of constituencies.
2. The senior managers (community leaders as well) would like the next Manager to be adept at helping the Board work better together, to find a way to include the diversity of perspectives on the Board and to guided them in process that resolves any personal differences so as to avoid any future problems. The staff believes they can only be productive and effective if the Select Board works well as a unit.

**October 9, 2020**



## **Synthesis of Feedback Received from Provincetown's Community Leaders**

### **Summary/Overview**

Every Community Leader interviewed expressed great affection for the community, its complexity, diversity, and compelling idiosyncratic nature. All would prefer a Town Manager who has more than a passing familiarity with the community. Realistically they understand that the probability of finding the most qualified candidate within the borders of Provincetown is not strong. However, the issue of familiarity remains an issue that the new Town Manager as well as the Select Board need to be sensitive to and address as they build a partnership together. Although its permanent residential population is small, its summer and shoulder population as well its vibrant retail sector makes Provincetown a big city! Yet, despite all this, Provincetown embraces many small-town qualities. Its citizens (resident, seasonal and retail) are passionate about their Town. They hold strong views and are unafraid to express them. The new Manager must have thick skin. S/he cannot personalize feelings expressed by some residents even if the feedback is critical. The new leader must be emotionally intelligent enough to be able to identify the problem expressed and address it without personalizing what was said. The community engaging with its government insists on a level of intimacy, inclusion, respect, and presence from their Town Manager. This is emblematic of a small town, yet levels of activity, performance expectations and productivity requirements mirror that of a much larger community. It is a tricky and difficult balance at times. Citizens expect the Manager to be accessible, visible, and engaged. They desire to be heard, understood as well as respected. Provincetown is a remarkably diverse place. The Manager must be able to connect to, appreciate and be supportive of a variety of constituencies.

The next Town Manager will need to have the "soft skills" to be able to assimilate into the Provincetown culture. The next Town Manager will not be successful if s/he tries to superimpose their world view on the community or its many formal and informal systems. Many interviewed insist that the Select Board create a performance expectation for the new Town Manager that requires s/he get to know the community and staff before making any major changes. Community Leaders want a Town Manager that listens, acknowledges what is heard and is committed to making sure that concerns expressed are legitimized if not actualized. They want a leader that is affable with an outward appearance. Many interviewed provided the following as personal and professional qualities that the next Town Manager should exhibit to be successful: accessible, visible, direct, honest, patient, understanding, kind, forgiving, approachable, pragmatic, engaged, civil and resilient. (Finding someone who has all these qualities is impossible, but the expression may come because of past experiences.) A candidate possessing some of soft skills should complement a skilled professional financial manager capable of empowering, organizing, supporting, encouraging coaching, and leading a talented group of employees.

The following are the themes expressed by the group.

- 1.) **Select Board effectiveness-** Internal management of Board's business process was identified as an issue needing the attention of the next Town Manager. Provincetown has had a volatile political history. The current processes and procedures leave many impacted interests feeling disenfranchised. Both the Select Board and the Town Manager must be sensitive to these perceptions. Community Leaders interviewed insist that the Select Board and Town Manager must be perceived by the community as working effectively together demonstrating a level of professional courtesy to each other that models the civic behavior they would like the community to emulate. Those interviewed would like the next Town Manager to be capable of helping the Select Board work better together, to find a way to include the diversity of perspectives on the Board and to guided them in process that resolves any personal differences so as to avoid any future problems. Those interviewed insist that the Town organization and its volunteer partners will only be productive and effective if the Select Board works well as a unit.
  
- 2.) **Seasonal Residents-** All interviewed voiced concern that dealing with the concerns of the seasonal residents is important. Not all agreed as to how to accomplish this goal. All agreed that more opportunities for input needs to be scheduled and institutionalized. The group was split in affording what would amount to residential status to seasonal residents. Some interviewed believe that seasonal residents should be appointed to some of the Town's committees that most impact the seasonal residents financially and operationally (may not be allowed by State law). One leader interviewed believed seasonal residents should be afforded the opportunity to vote in all local elections. Others felt very strongly that formal participation on Town Committees and voting in Town elections should be reserved for permanent residents. All agreed that this constituency needed to feel heard and their concerns addressed.
  
- 3.) **Service Delivery-** The Community Leaders interviewed expressed respect and admiration for the professional staff in the Town. They felt the Town was fortunate to have a group of dedicated and talented employees who were committed to Provincetown and enjoyed all its wonder as well as it challenges. Many expressed that neither the Select Board or past Town Managers showed this group the respect and appreciation they deserve. Some expressed concern that past Town Managers have not helped staff reach their full potential because there has been too much central control and less reliance on the technical expertise of the staff. Many expressed a desire that the Town's next leader be committed to collaborating, delegating, and communicating. Community Leaders believe staff deserves a leader who sees him/herself as a delegator, teacher, mentor, facilitator first with a focus on serving the organization and those who make it work. All would like a leader capable of showcasing the staff's competencies as well as being comfortable giving staff credit for the work.

The next Town Manager should have 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) while coordinating, facilitating a more proactive long-term effort that is inclusive.

- 4.) **Economic Development, Retail/Commercial, Environment, Coastal Management, Housing**, - Each category mentioned above is deserving of its own mention and discussion. However, they have been grouped together because most of the Community Leaders believe each category is interdependent and inattention to any of the categories will have significant impact on the other.

*Economic Development:* some interviewed believed that the creation of more economic diversity was important to the long-term health of the economy. Developing a blue economy (aqua culture) will help sustain and enhance Provincetown the retail sector making Provincetown an even more attractive place to live and work.

*Retail/Commercial:* all voiced concern regarding sustaining Provincetown's tourism efforts. Long an international and national destination, Provincetown's commercial and retail sector is said to generate over \$500 million in economic activity. Sustaining or improving upon this level of activity is critical for Provincetown's successful long-term future. The retail/commercial sector needs a Manager that is visible and not a prisoner of the four walls of the Town Manager's Office at Town Hall. The Manager must be visible, accessible, an advocate, a listener, and a problem solver for this community.

*Environment:* much of what makes Provincetown special is its location, proximity to the ocean, its quant and limited development as well as its commitment to managing and preserving its open space. Economic development will not happen nor will the retail sector prosper unless special care is taken to preserve the integrity of the environment that makes Provincetown special.

*Coastal Management:* All interviewed expressed concerns regarding global warming and its impact of the quality life of the Town, specifically regarding its coastal resources. All expressed concern that Provincetown is just another town without the bounty offered to all who inhabit the area by the ocean, beaches, and marine activity.

*Housing:* Several community Leaders interviewed expressed concerns about the changing income demographics in Town. They observed that many of the trades people, residents, Town employees that serve Provincetown no longer live in Town. Others worry about attracting good and reliable help for the businesses in the area. All voiced concerns that the price of housing is out of reach to some people in the area (not

just in Provincetown but in the immediate area as well), all critical players and contributors to the Town's vitality.

- 5.) **Coronavirus-** The coronavirus remains a concern to all interviewed not only for the short term but long-term. Many were pleased with how the coronavirus was managed during the summer but have concerns that the virus will have a larger impact next year. All would like the Town Manager to focus on managing this uncertainty proactively, making sure to include all the interests in the management plan until the virus is eradicated. It will be a time-consuming task. The Select Board as well as the Town Manager must consistently reach out to the community to ensure that every effort is made to mitigate the effects of this debilitating virus.

Richard J. White

October 10, 2020

## **Notice of Vacancy**

### **Town Manager**

#### **Town of Provincetown, Massachusetts**

The Town of Provincetown (permanent population: 2,628; seasonal: more than 60,000), a complex, dynamic, and diverse community is seeking qualified applicants for the position of Town Manager to serve as its Chief Administrative Officer. The successful candidate will have excellent leadership qualities, exceptional oral and written communication skills, understanding of or ability to become adept in municipal finances, budgets, procurement, Massachusetts general laws, personnel management, and planning. Candidates must be a person especially fit by education, training, or previous experience in public administration to perform the powers and duties of the office. The Town Manager shall reside in Provincetown becoming a resident within six months of being hired.

The candidate should be a communicator, always seeking first to understand, forward-thinking and innovative, with a strong commitment and motivation to work collaboratively with local boards, town department heads, employees, and citizens (permanent, seasonal, and commercial). The Town Manager plays a crucial role in the Town's overall planning, management, organization, stability, and growth of the community. The Town Manager must be able to and have a proven track record in developing strong and productive working relationships with the various consistencies in the communities and/or organizations in which they have worked. The Town Manager works under the direction of a five-member Select Board. The duties are outlined in the Provincetown Town Charter which can be found on the Town's website: [www.provincetown-ma.gov](http://www.provincetown-ma.gov)

The Town has established a salary range of \$175,000 to \$195,000. Final salary negotiable commensurate with qualifications. An attractive benefits package, including health and retirement plans, is part of the Town Manager's total compensation. The Town is prepared to negotiate a housing allowance as part of the compensation package. All replies will be kept confidential until finalists are identified. Please send a cover letter and resume (electronic submissions preferred) or request a Position Profile Brochure to:

Richard J White  
Groux-White Consulting, LLC  
1 Pelham Road, Lexington, Massachusetts 02421  
[rickwhite@verizon.net](mailto:rickwhite@verizon.net)

## Responsibilities of the Town Manager

The TM is responsible for preparation of the budget and the town's capital expenditures plan. S/he provides advice and counsel to the Select Board as they develop and approve the Town's policy direction and is responsible for implementation of such policies once enacted.

The TM appoints most department heads and is responsible for the direction and oversight of all municipal departments and employees. The TM, with Selectmen approval, may establish, reorganize, consolidate, or abolish departments and positions. S/he also serves as Chief Procurement Officer.

The TM exercises authority over the human resources function, collective bargaining, the classification and compensation plans and benefits programs and monitors matters involving litigation.

## Current Issues for the Town Manager

**Select Board Effectiveness-** The next TM will need to assist a talented Board in developing consensus, strategic direction, and community outreach. Select Board effectiveness will be critical to the success of Provincetown's next TM. The Board needs a leader who can develop inclusive systems to enhance their policy making role.

**Wastewater-** Climate change may require the Town to consider a more ambitious wastewater program that will require careful planning and project

oversight as the program moves forward.

**Economic Development-** The Town values its unique and dynamic culture, but COVID-19 and an ever changing seasonal and residential consumer base requires the consistent attention, coordination, and efforts of the TM. Expanding the Town's blue economy footprint and having a TM that actively engages and includes this constituency is critical to the Town's long-term success.

**Transition Planning-** Some key department heads will be retiring be within a few years.

**Team Building-** Connecting the work of the organization to the goals of Select Board, the Town's many other independent committees and interests is a critical priority.

**Infrastructure Planning and Financing-** Facility upgrades are due for the Police, Fire and Public Works facilities

**Environment-** Much of what makes Provincetown special is its location, proximity to the ocean, its quant and limited development as well as its commitment to managing and preserving its open space. Balancing this priority while enhancing the Town's economic development efforts, developing affordable housing opportunities, funding infrastructure needs and prospective coastal management initiatives will require a deft leadership hand who is an effective communicator, is transparent, flexible and especially adept at consensus building

# CAREER OPPORTUNITY

**A Profile  
Town Manager  
Provincetown, Massachusetts**

[www.provincetown-ma.gov](http://www.provincetown-ma.gov)

*To apply send resume or make inquiry in confidence to:*



**Richard J White  
Groux-White Consulting, LLC  
One Pelham Road  
Lexington, MA 02421  
Email: rickwhite58@verizon.net  
Phone: 781-572-6332**

*Preliminary screening interviews will begin by the first week of December*

## Town Government

Provincetown is governed by an elected five-member Select Board and Open Town Meeting. The Town Manager is appointed by the Select Board to manage the Town. The Select Board establish policies in collaboration with the Finance Committee, other Town committees as well as the professional municipal and school staff to formulate the Town's budget. An Open Town Meeting is held annually in the spring. It adopts the operating and capital budgets and acts on planning/zoning and other bylaws.

The Fiscal 2021 budget for the town, school, water and sewer operations and capital expenditures is \$28,392,441. Approximately 70% of these expenditures are funded through the real estate tax levy. The Town has 190 full time equivalent employees. The municipal web site provides additional information. Provincetown voters established the position of Town Manager by adoption of the charter in 1953 which has been revised as recently as 2018.

## The Town of Provincetown

Incorporated in 1727, the Town of Provincetown was founded in 1620 on the farthest reaches of Cape Cod. It is located 115 miles (45 by air or sea) from Boston, 121 miles from Providence and 300 miles from NYC. Provincetown, although primarily a residential community, hosts business, retail dining and entertainment venues as well as an active marine economy. The Town's history is uniquely connected to its historical heritage. However, it is an evolving community, diverse beyond easy description and forever changing and evolving in its makeup, demographics, and culture. Provincetown is an international

and national destination for vacationers and tourists. It prides itself on its welcoming nature and is extremely popular with the LGBTQ community. Theatre, the arts, ocean recreation, an active celebratory summer activity calendar help define a big picture in-season community culture. Provincetown is more complex than first appearances and as such requires a thoughtful yet decisive leader capable of seeking first to understand before acting. Annual economic activity is estimated to exceed a half a billion dollars. Its population in season is well over 60,000 dwarfing its permanent population of 2,628. Almost 75% of the Town's 17.5 square miles lies inside the Cape Cod National Seashore. Visitors access the Town via highway, municipal airport, or high-speed ferry.

## Desired Managerial Style, Experience and Education

Provincetown's next TM must be a teambuilder, a collaborator, a secure leader capable of engaging the staff, the Select Board, the Town's various committees, and the community's diverse and complex interests as a "manager/servant leader". A hierarchical leader will not succeed in Provincetown. Its next TM must be able to delegate and trust staff while providing periodic guidance, coaching and direction, but relying on the Town's various skilled "subject area experts" to do the work. The TM must be skilled at maximizing the resources of the community whether it be the Town's active and important retail sector, its marine businesses, the seasonal residents or the many talented committees, citizens groups that make Provincetown a special and unique place. Successful outcomes can only be achieved by a leader who seeks first to understand, is thoughtful, considerate and understands the full environment before acting. That said, the Town's next TM will need to be

decisive. S/he must be committed to transparency and unafraid of dealing with an active, vocal, and often opinionated citizenry.

Experience and demonstrated successful outcomes managing a complex public organization with a highly active and educated population is critical. S/he must be approachable as well as clear as to expectations with employees at all levels of the organization. Provincetown's next leader should make a strong personal and professional connection to the staff, the appointed and elected leaders, and the community.

A Master's degree in public or business administration is preferable. The TM shall be a person especially fit by education, training, or previous experience in public administration to perform the powers and duties of the office. The Town Manager shall reside in Provincetown becoming a resident within six months of being hired. Salary range is \$175,000 to 195,000 A housing stipend will be considered for the right candidate as well as a very generous benefit package.

