

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