

**SELECTMEN'S MEETING AGENDA\***

*Thursday April 16, 6:30 P.M.*

**LIVE BROADCAST AND PUBLIC FORUM UNAVAILABLE DUE TO PEAK WEEK OPERATIONAL CHANGES**

**MEETING WILL BE AVAILABLE VIA YOUTUBE WITHIN 24 HOURS**

**I. CALL TO ORDER**

**II. NEW BUSINESS**

- A. Discussion and possible vote to authorize Larry Ballantine, Chairman to sign Commonwealth of Massachusetts Contract and Settlement and Release forms to accept 7/23/19 Tornado Funds - \$1,171,060.00; Presenters: Sarah Peake, State Representative; Julian Cyr, State Senator; Joe Powers, Interim Town Administrator; Carol Coppola, Finance Director
- B. **Joint meeting with Board of Assessors and Board of Waters Commissioners**  
Discussion and possible vote to Accept sections 10 and 11 of the Act to Address Challenges Faced by Municipalities and State Authorities Resulting from COVID-19, Chapter 53 of the Acts of 2020 – Presenters: Joe Powers, Interim Town Administrator; Carol Coppola, Finance Director; Amy Bullock, Treasurer/Collector; Dan Pelletier, Water/Wastewater Superintendent; Donna Molino, Assessing Director

**III. OLD BUSINESS**

- A. COVID-19 Updates: Presenters: Joe Powers, Interim Town Administrator; Meggan Eldredge, Health Director
- B. Town Administrator Search: Presenter: Norm Clarke, Chair, TA Search Committee  
Discussion and possible vote –
- i. Request Selectmen not to sign Selection Consultant contract and authorize the Selection Committee to proceed with the selection process.
  - ii. Vote to approve, if necessary, the Town Administrator Position Profile.

**IV. TOWN ADMINISTRATOR'S REPORTS**

**V. SELECTMEN'S REPORT**

**VI. ADJOURNMENT**

*\*Per the Attorney General's Office: The Board of Selectmen may hold an open session for topics not reasonably anticipated by the Chair 48 hours in advance of the meeting following "New Business." If you are deaf or hard of hearing or a person with a disability who requires an accommodation contact the Selectmen's Office at 508-430-7513.*

**Authorized Posting Officer:**

**Posted by:** \_\_\_\_\_  
Town Clerk

\_\_\_\_\_  
Patricia A. Macura, Admin. Secretary

**Date:** \_\_\_\_\_ April 14, 2020

TOWN OF



HARWICH

*Harwich, Massachusetts*  
02645

April 13, 2020

Ms. Christina Lento  
Business Manager  
Executive Office for Administration & Finance  
State House, Room 373  
Boston, MA 02133

Dear Ms. Lento,

Please accept this letter as a formal request for release of the \$1,171,060.00 for the expenses incurred by the Town of Harwich due to the extraordinary tornado event that occurred on July 23, 2019.

Due to the dollar value of the funds to be disbursed to the Town of Harwich, the Chairman of the Board of Selectmen, Larry Ballantine, will be delegated and authorized as signatory for the contract and settlement/release of the funds.

If you require additional information please don't hesitate contacting me at your earliest convenience.

Respectfully submitted,

Carol Coppola, CPA, CFE  
Finance Director/Town Accountant  
Town of Harwich  
732 Main Street  
Harwich, MA 02645  
[ccoppola@town.harwich.ma.us](mailto:ccoppola@town.harwich.ma.us)

cc: Larry Ballantine, Chairman  
Joseph Powers, Interim Town Administrator

# COMMONWEALTH OF MASSACHUSETTS ~ STANDARD CONTRACT FORM



This form is jointly issued and published by the Office of the Comptroller (CTR), the Executive Office for Administration and Finance (ANF), and the Operational Services Division (OSD) as the default contract for all Commonwealth Departments when another form is not prescribed by regulation or policy. The Commonwealth deems void any changes made on or by attachment (in the form of addendum, engagement letters, contract forms or invoice terms) to the terms in this published form or to the [Standard Contract Form Instructions](#), [Contractor Certifications](#) and [Commonwealth Terms and Conditions](#) which are incorporated by reference herein. Additional non-conflicting terms may be added by Attachment. Contractors are required to access published forms at CTR Forms: <https://www.macomptroller.org/forms>. Forms are also posted at OSD Forms: <https://www.mass.gov/lists/osd-forms>.

<b>CONTRACTOR LEGAL NAME:</b> Town of Harwich (and d/b/a):		<b>COMMONWEALTH DEPARTMENT NAME:</b> Executive Office for Administration and Finance <b>MMARS Department Code:</b> ANF	
<b>Legal Address:</b> (W-9, W-4): 732 Main Street, Harwich, MA 02645		<b>Business Mailing Address:</b> State House Room 373 Boston, MA 02133	
<b>Contract Manager:</b> Carol Coppola	<b>Phone:</b> 508 430-7518	<b>Billing Address (if different):</b>	
<b>E-Mail:</b> ccoppola@town.harwich.ma.us	<b>Fax:</b> 508 430-7504	<b>Contract Manager:</b> Catharine Hornby	<b>Phone:</b> 857-400-5417
<b>Contractor Vendor Code:</b> VC6000191822		<b>E-Mail:</b> catharine.hornby@mass.gov	<b>Fax:</b>
<b>Vendor Code Address ID (e.g. "AD001"):</b> AD001 (Note: The Address ID must be set up for EFT payments.)		<b>MMARS Doc ID(s):</b> FY20HARWICH15992019X	
<b><input checked="" type="checkbox"/> NEW CONTRACT</b>		<b><input type="checkbox"/> CONTRACT AMENDMENT</b>	
<b>PROCUREMENT OR EXCEPTION TYPE: (Check one option only)</b> <input type="checkbox"/> <b>Statewide Contract</b> (OSD or an OSD-designated Department) <input type="checkbox"/> <b>Collective Purchase</b> (Attach OSD approval, scope, budget) <input type="checkbox"/> <b>Department Procurement</b> (includes all Grants - <a href="#">815 CMR 2.00</a> ) (Solicitation Notice or RFR, and Response or other procurement supporting documentation) <input type="checkbox"/> <b>Emergency Contract</b> (Attach justification for emergency, scope, budget) <input type="checkbox"/> <b>Contract Employee</b> (Attach Employment Status Form, scope, budget) <input checked="" type="checkbox"/> <b>Other Procurement Exception</b> (Attach authorizing language, legislation with specific exemption or earmark, and exception justification, scope and budget)		Enter <b>Current Contract End Date</b> <i>Prior</i> to Amendment: _____, 20____. Enter <b>Amendment Amount:</b> \$ _____. (or "no change") <b>AMENDMENT TYPE: (Check one option only. Attach details of amendment changes.)</b> <input type="checkbox"/> <b>Amendment to Date, Scope or Budget</b> (Attach updated scope and budget) <input type="checkbox"/> <b>Interim Contract</b> (Attach justification for Interim Contract and updated scope/budget) <input type="checkbox"/> <b>Contract Employee</b> (Attach any updates to scope or budget) <input type="checkbox"/> <b>Other Procurement Exception</b> (Attach authorizing language/justification and updated scope and budget)	
The Standard Contract Form Instructions, Contractor Certifications and the following Commonwealth Terms and Conditions document is incorporated by reference into this Contract and are legally binding: (Check ONE option): <input checked="" type="checkbox"/> Commonwealth Terms and Conditions <input type="checkbox"/> Commonwealth Terms and Conditions For Human and Social Services			
<b>COMPENSATION:</b> (Check ONE option): The Department certifies that payments for authorized performance accepted in accordance with the terms of this Contract will be supported in the state accounting system by sufficient appropriations or other non-appropriated funds, subject to intercept for Commonwealth owed debts under <a href="#">815 CMR 9.00</a> . <input type="checkbox"/> <b>Rate Contract.</b> (No Maximum Obligation) Attach details of all rates, units, calculations, conditions or terms and any changes if rates or terms are being amended.) <input checked="" type="checkbox"/> <b>Maximum Obligation Contract.</b> Enter total maximum obligation for total duration of this contract (or <i>new</i> total if Contract is being amended). \$ <u>1,171,060.00</u> .			
<b>PROMPT PAYMENT DISCOUNTS (PPD):</b> Commonwealth payments are issued through EFT 45 days from invoice receipt. Contractors requesting <b>accelerated</b> payments must identify a PPD as follows: Payment issued within 10 days ___% PPD; Payment issued within 15 days ___% PPD; Payment issued within 20 days ___% PPD; Payment issued within 30 days ___% PPD. If PPD percentages are left blank, identify reason: ___agree to standard 45 day cycle <input checked="" type="checkbox"/> statutory/legal or Ready Payments ( <a href="#">M.G.L. c. 29, § 23A</a> ); ___ only initial payment (subsequent payments scheduled to support standard EFT 45 day payment cycle. See Prompt Pay Discounts Policy.)			
<b>BRIEF DESCRIPTION OF CONTRACT PERFORMANCE or REASON FOR AMENDMENT:</b> (Enter the Contract title, purpose, fiscal year(s) and a detailed description of the scope of performance or what is being amended for a Contract Amendment. Attach all supporting documentation and justifications.) Line item 1599-2019 "For a reserve to provide extraordinary relief from the impacts of the July 23, 2019 toamado in municipalities on Cape Cod , including but not limited to, the towns of Harwich, Chatham, Yarmouth, Brewster, Dennis and the Barnstable County Sheriff's Department and other affected municipalities with qualifying expenses otherwise insufficient to receive federal disaster relief.."			
<b>ANTICIPATED START DATE:</b> (Complete ONE option only) The Department and Contractor certify for this Contract, or Contract Amendment, that Contract obligations: <input type="checkbox"/> 1. may be incurred as of the Effective Date (latest signature date below) and <b>no</b> obligations have been incurred <b>prior</b> to the Effective Date. <input type="checkbox"/> 2. may be incurred as of _____, 20____, a date <b>LATER</b> than the Effective Date below and <b>no</b> obligations have been incurred <b>prior</b> to the Effective Date. <input checked="" type="checkbox"/> 3. were incurred as of <u>July 23, 2019</u> , a date <b>PRIOR</b> to the Effective Date below, and the parties agree that payments for any obligations incurred prior to the Effective Date are authorized to be made either as settlement payments or as authorized reimbursement payments, and that the details and circumstances of all obligations under this Contract are attached and incorporated into this Contract. Acceptance of payments forever releases the Commonwealth from further claims related to these obligations.			
<b>CONTRACT END DATE:</b> Contract performance shall terminate as of <u>June 30th</u> , 2020, with no new obligations being incurred after this date unless the Contract is properly amended, provided that the terms of this Contract and performance expectations and obligations shall survive its termination for the purpose of resolving any claim or dispute, for completing any negotiated terms and warranties, to allow any close out or transition performance, reporting, invoicing or final payments, or during any lapse between amendments.			
<b>CERTIFICATIONS:</b> Notwithstanding verbal or other representations by the parties, the " <b>Effective Date</b> " of this Contract or Amendment shall be the latest date that this Contract or Amendment has been executed by an authorized signatory of the Contractor, the Department, or a later Contract or Amendment Start Date specified above, subject to any required approvals. The Contractor certifies that they have accessed and reviewed all documents incorporated by reference as electronically published and the Contractor makes all certifications required under the Standard Contract Form Instructions and Contractor Certifications under the pains and penalties of perjury, and further agrees to provide any required documentation upon request to support compliance, and agrees that all terms governing performance of this Contract and doing business in Massachusetts are attached or incorporated by reference herein according to the following hierarchy of document precedence, this Standard Contract Form, the Standard Contract Form Instructions, Contractor Certifications, the applicable Commonwealth Terms and Conditions, the Request for Response (RFR) or other solicitation, the Contractor's Response, and additional negotiated terms, provided that additional negotiated terms will take precedence over the relevant terms in the RFR and the Contractor's Response only if made using the process outlined in <a href="#">801 CMR 21.07</a> , incorporated herein, provided that any amended RFR or Response terms result in best value, lower costs, or a more cost effective Contract.			
<b>AUTHORIZING SIGNATURE FOR THE CONTRACTOR:</b>		<b>AUTHORIZING SIGNATURE FOR THE COMMONWEALTH:</b>	
X: _____ Date: _____ (Signature and Date Must Be Handwritten At Time of Signature)		X: _____ Date: _____ (Signature and Date Must Be Handwritten At Time of Signature)	
Print Name: <u>Larry Ballantine, Chairman</u>		Print Name: <u>Catharine Hornby</u>	
Print Title: <u>Town of Harwich</u>		Print Title: <u>Undersecretary, A&amp;F</u>	

# COMMONWEALTH OF MASSACHUSETTS SETTLEMENT AND RELEASE



[THE VENDOR/CONTRACTOR MUST COMPLETE ONLY THOSE SECTIONS PRECEDED BY AN "→".]

<b>→VENDOR/CONTRACTOR NAME: TOWN OF HARWICH</b>	<b>DEPARTMENT NAME: Executive Office for Administration and Finance</b>
<b>→CONTACT: CAROL COPPOLA, FINANCE DIRECTOR</b>	<b>CONTACT: CATHARINE HORNBY</b>
<b>→PHONE: 508 430-7518</b> <b>→FAX: 508 430-7504</b> <b>→E-MAIL: CCOPPOLA@TOWN.HARWICH.MA.US</b>	<b>PHONE: 857-400-5417</b> <b>FAX:</b> <b>E-MAIL: CATHARINE.HORNBY@MASS.GOV</b>
<b>→LEGAL ADDRESS: AS LISTED ON IRS W-9) 732 MAIN STREET, HARWICH, MA. 02645</b>	<b>LEGAL ADDRESS: STATE HOUSE ROOM 373 BOSTON, MA 02133</b>
<p>The Vendor/Contractor and Department have reached agreement that performance was made by the Vendor/Contractor to or on behalf of the Department and the performance was accepted without benefit of a Contract. The performance included the following goods or services (describe in detail what was performed. Attach additional supporting documentation.): Line item 1599-2019 "For a reserve to provide extraordinary relief from the impacts of the July 23, 2019 tornado in municipalities on Cape Cod , including but not limited to, the towns of Harwich, Chatham, Yarmouth, Brewster, Dennis and the Barnstable County Sheriff's Department and other affected municipalities with qualifying expenses otherwise insufficient to receive federal disaster relief.." It has been established that the Town of Harwich was affected and will receive \$1,171,060.00 in extraordinary relief.</p>	
<p>The claimed performance was made and accepted by the Department on the following dates (identify either specific dates if available or a range of dates of performance. Attach supporting documentation.): 7/23/2019 -4/17/2020</p>	
<p>The Department and the Vendor/Contractor have agreed that the total value of the performance to be compensated under this settlement agreement and release is: \$ \$1,171,060.00</p>	
<p>In consideration of the settlement amount paid by the Commonwealth of Massachusetts, acting by and through the Department, the Vendor/Contractor's authorized legal representative being of lawful age and having the authority to execute this Settlement Agreement and Release hereby releases, acquits and discharges the Commonwealth of Massachusetts, the Department and its officers and employees from any and all claims and demands of whatever nature arising out of the claimed performance and circumstances.</p>	
<b>→AUTHORIZED SIGNATORY FOR VENDOR/CONTRACTOR:</b> <b>→X: _____</b> <div style="text-align: center;">(Signature)</div> <b>→DATE: _____</b> <div style="text-align: center;">(Date must be handwritten at time of signature)</div> <b>→NAME: LARRY BALLANTINE</b>	<b>AUTHORIZED SIGNATORY FOR DEPARTMENT:</b> <b>X: _____</b> <div style="text-align: center;">(Signature)</div> <b>DATE: _____</b> <div style="text-align: center;">(Date must be handwritten at time of signature)</div> <b>NAME: CATHARINE HORNBY</b> <b>TITLE: UNDERSECRETARY, A&amp;F</b>

Departments are required to comply with the Office of the Comptroller Contracts Policy "Contracts – Amendments, Suspensions and Terminations" policy when using this form. The record copy of this Settlement and Release must be attached to the record copy of any related contract, or if there was no contract, to the relevant supporting documentation related to this settlement and release for records management and auditing purposes.

→TITLE:CHAIRMAN, BOARD OF SELECTMEN	
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Board of Selectmen  
Agenda Item for April 16, 2020

Accept sections 10 and 11 of the Act to Address Challenges Faced by Municipalities and State Authorities Resulting From COVID-19, Chapter 53 of the Acts of 2020.

Draft Motion: The Board of Selectmen hereby accept Sections 10 and 11 of the Acts to Address Challenges Faced by Municipalities and State Authorities Resulting From COVID-19, Chapter 53 of the Acts of 2020.

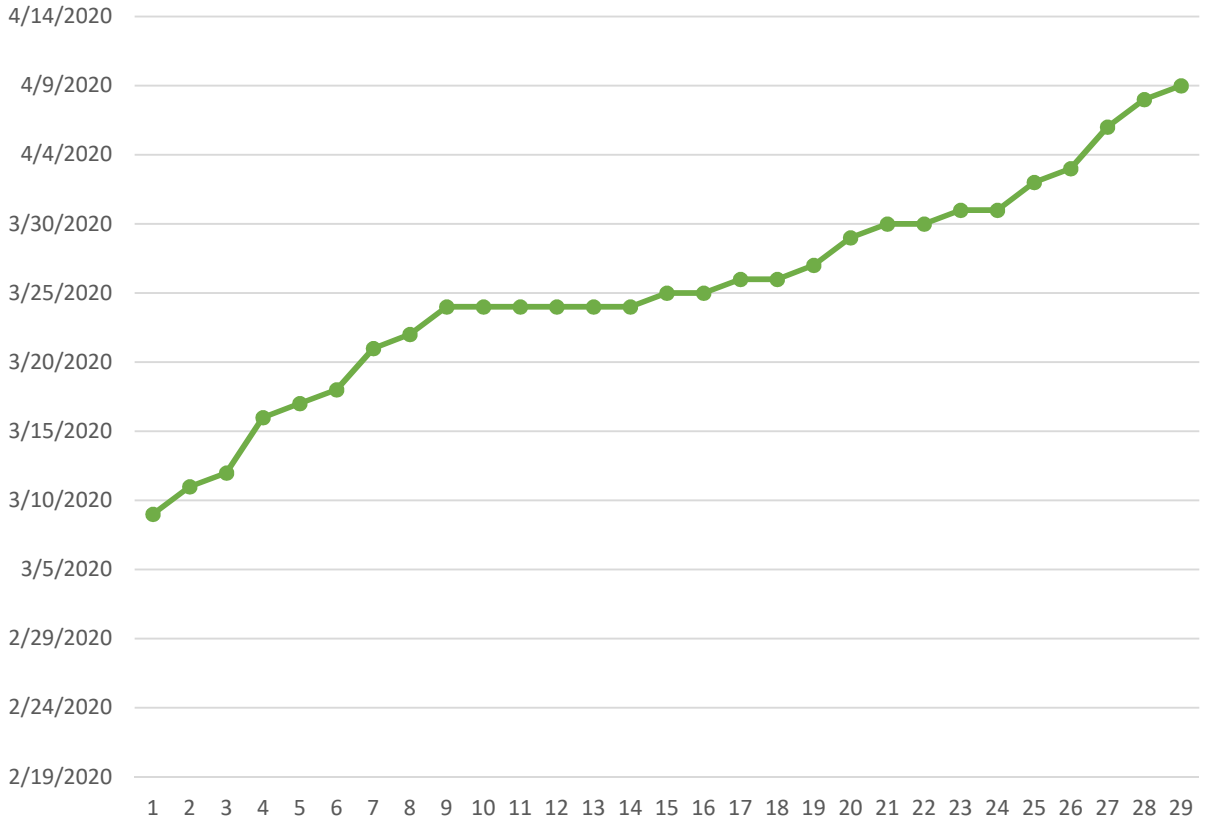
These provisions provide for:

1. To extend real estate and personal property taxes payment deadline from May 1 to June 1, 2020,
2. To extend the date bills for taxes assessed for omitted property or incorrectly valued property to be sent from May 1 to June 1, 2020,
3. To extend the date an application for exemption of taxes is due from April 1 to June 1, 2020,
4. Waive the payment of interest and other penalties in the event of a late payment for any excise, tax, betterment assessment or apportionment, water rate user fees, or other charges added to tax for any payments with a due date on or after March 10, 2020, this waiver of interest and penalties is granted if payment is made after its due date but before June 30, 2020,
5. No essential services may be terminated by the Town of Harwich due to a resident's failure to pay these taxes or fees, if nonpayment resulted from a "demonstrated inability to pay" due to the COVID-19 outbreak or the Governor's declaration of a State of Emergency. This "inability to pay" shall include demonstrated financial hardship of a resident, due to events such as loss of employment or serious illness or death of someone within the home.

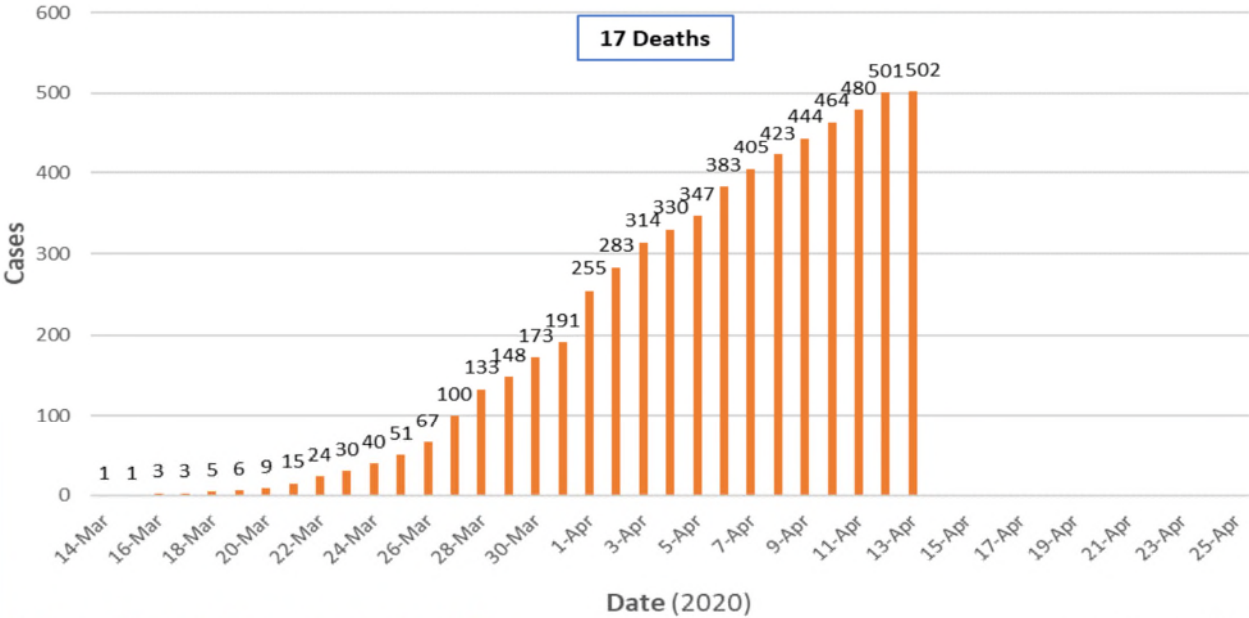
Further, The Board of Selectmen hereby authorize the Water Department to defer the due date of the third quarter water bills to June 15, 2020 allowing for a 15 day grace period to June 30, 2020.

If the local options are exercised, the Town will notify residents and tax payers through any and all of the following mechanisms – Posting a notice on the Town's website, social medial outlets and/or reverse 911 notification.

### TOTAL NUMBER OF CASES IN HARWICH 4-13-20



### COVID-19 Cumulative Cases, Barnstable County Epidemiological Curve: 4/13/20

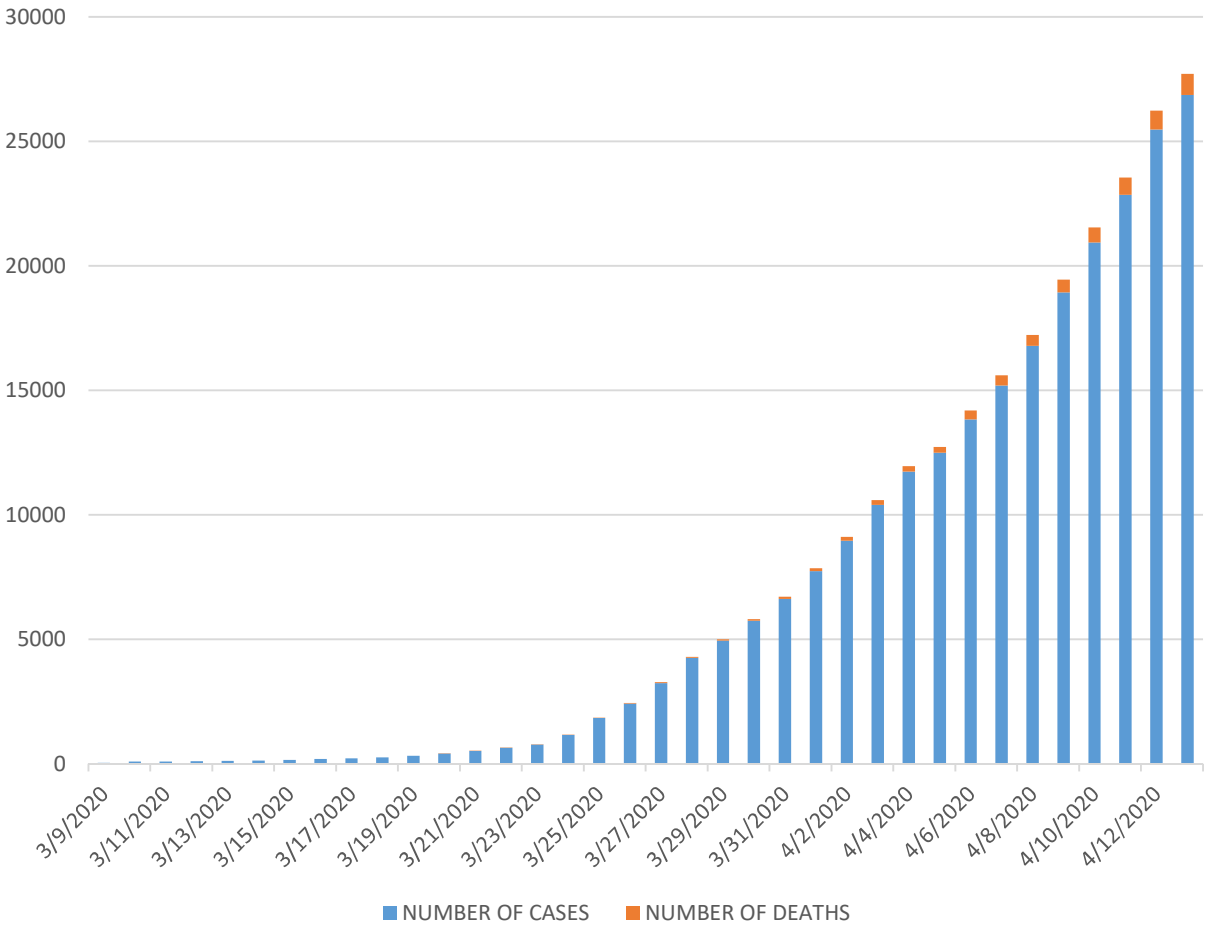


First presumptive positive case was quarantined on 3/6/20

Source: V. Harik, BCDHS



### STATEWIDE CURVE 4.13.20





## **Town of Harwich Board of Health**

732 Main Street Harwich, MA 02645

508-430-7509 – Fax 508-430-7531

E-mail: [health@town.harwich.ma.us](mailto:health@town.harwich.ma.us)

### **Masks and gloves for the general public**

Covid-19 is a respiratory virus that is carried on droplets, which means it needs to enter your eyes, nose or mouth to cause disease. The most common way for the virus to enter the respiratory tract is when people inhale infected droplets from other people. The mask will stop *your* respiratory droplets from getting into other people's bodies. A cloth or surgical mask is not meant to protect the *wearer* from other people's germs.

Some people do not show any signs of illness and are not aware of the fact that they may have COVID-19, wearing a mask will help stop the spread of the virus from these asymptomatic people to others. By wearing a cloth mask, you are protecting others, and is recommended for everyone to wear while in public places such as stores.

Wearing a mask while out for a walk or doing yardwork is unnecessary as long as you maintain social distance of 6 feet from other people. Wearing a mask while driving alone in your car is not necessary, wiping down the area with a disinfectant is sufficient. Homemade masks should be washed often with soap and water.

A smaller proportion of infections happen when people touch surfaces where the virus lives and then touch your eyes, nose, or mouth. You can't contract COVID-19 through touch alone. It cannot get absorbed through your skin, you have to touch something contaminated, and then touch your face (eyes, nose, or mouth).

While gloves might seem to create a barrier between your hands and infected surfaces, they do not prevent COVID-19 infection because you can still touch your face with your gloved hands, and may provide a false sense of security. Many people use gloves incorrectly and actually spread the virus by wearing gloves.

The best protection people can utilize are strict adherence to social distancing (6'), using an alcohol based hand sanitizer when leaving the grocery store, wash hands with soap and warm water immediately when you get home, and not touching your face. Don't forget to sanitize your phone, car keys and anything else you may have touched while outside of your home.

Wearing a mask is not required, however these recommendation are the best way to protect yourself and others.

# How to Protect Yourself and Others

## Know how it spreads



- There is currently no vaccine to prevent coronavirus disease 2019 (COVID-19).
- **The best way to prevent illness is to avoid being exposed to this virus.**
- The virus is thought to spread mainly from person-to-person.
  - » Between people who are in close contact with one another (within about 6 feet).
  - » Through respiratory droplets produced when an infected person coughs, sneezes or talks.
  - » These droplets can land in the mouths or noses of people who are nearby or possibly be inhaled into the lungs.
  - » Some recent studies have suggested that COVID-19 may be spread by people who are not showing symptoms.

## Everyone should

### Clean your hands often

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- **Wash your hands** often with soap and water for at least 20 seconds especially after you have been in a public place, or after blowing your nose, coughing, or sneezing.
- If soap and water are not readily available, **use a hand sanitizer that contains at least 60% alcohol.** Cover all surfaces of your hands and rub them together until they feel dry.
- **Avoid touching your eyes, nose, and mouth** with unwashed hands.

### Avoid close contact

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- **Avoid close contact** with people who are sick.
- **Stay at home as much as possible.**
- **Put distance between yourself and other people.**
  - » Remember that some people without symptoms may be able to spread virus.
  - » This is especially important for **people who are at higher risk of getting very sick.** <https://www.cdc.gov/coronavirus/2019-ncov/need-extra-precautions/people-at-higher-risk.html>



[cdc.gov/coronavirus](https://www.cdc.gov/coronavirus)

## Cover your mouth and nose with a cloth face cover when around others

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- **You could spread COVID-19 to others** even if you do not feel sick.
- **Everyone should wear a cloth face cover when they have to go out in public**, for example to the grocery store or to pick up other necessities.
  - » Cloth face coverings should not be placed on young children under age 2, anyone who has trouble breathing, or is unconscious, incapacitated or otherwise unable to remove the mask without assistance.
- **The cloth face cover is meant to protect other people** in case you are infected.
- Do **NOT** use a facemask meant for a healthcare worker.
- Continue to **keep about 6 feet between yourself and others**. The cloth face cover is not a substitute for social distancing.

## Cover coughs and sneezes

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- **If you are in a private setting and do not have on your cloth face covering, remember to always cover your mouth and nose** with a tissue when you cough or sneeze or use the inside of your elbow.
- **Throw used tissues** in the trash.
- Immediately **wash your hands** with soap and water for at least 20 seconds. If soap and water are not readily available, clean your hands with a hand sanitizer that contains at least 60% alcohol.

## Clean and disinfect

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- **Clean AND disinfect frequently touched surfaces** daily. This includes tables, doorknobs, light switches, countertops, handles, desks, phones, keyboards, toilets, faucets, and sinks. <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/disinfecting-your-home.html>
- **If surfaces are dirty, clean them:** Use detergent or soap and water prior to disinfection.

## HARWICH POSITION PROFILE

### BOARD OF SELECTMEN CHARTER RESPONSIBILITIES

#### Section 2. Policy Leadership Responsibilities

3-2-1 Except as otherwise provided by this charter, all executive powers of the town shall be vested in the board of selectmen. The board of selectmen shall have all of the powers and duties given to boards of selectmen under the constitution and General Laws of the commonwealth, and any additional powers and duties that may be authorized by the charter, by by-law, or by any other town meeting vote.

3-2-2 The board of selectmen shall cause the laws and orders for the government of the town to be enforced and shall cause an up-to-date record of all its official acts to be kept.

3-2-3 The board of selectmen shall serve as the chief policy-making agency of the town and, as such, shall not normally administer the day-to-day affairs of the town, but shall instead regularly direct the town administrator to help it in carrying out its administrative duties and make recommendations to the town meeting relating to actions required to be taken by that body.

### TOWN ADMINISTRATOR POSITION PROFILE

The Board of Selectmen seeks a Town Administrator with strong leadership abilities, municipal or private management experience, and an interest in a tenure of at least five years in Harwich.

The successful candidate should possess a bachelor's degree in a field related to municipal management, with a master's degree in public administration, business management, or a related field preferred, and have a minimum of 3-5 years of progressive related experience. Massachusetts experience is preferred. The successful candidate should possess demonstrated skills, abilities and knowledge in municipal finance and budgeting, team building, economic development and community planning, project management, and personnel management.

Prior municipal government experience is important but not essential.

#### Strong Leadership and Communication Abilities.

- Candidate must be open and honest with the board and be able to present all sides of an issue that affect Harwich.
- Demonstrate unquestioned integrity in interactions with officials, colleagues and residents.
- The successful candidate must demonstrate prior success in leading a complex municipal or private organization
- The TA must delegate effectively, mentor department heads, and provide support and motivation to ensure continued high performance and professional growth for Harwich

employees. He or she must be a strategic and dynamic leader who employs a teamwork approach.

- The TA must be able to delegate effectively, mentor department heads, and provide support and motivation to ensure continued high performance and professional growth for Harwich employees.
- The TA must be able to develop and sustain credible relations with residents, staff, and union representatives.
- The TA must have the ability to effectively explain complex issues to individuals, committees, and the citizenry. Excellent communication skills are a must, including the ability to listen and understand (rather than to respond), communicate with various community stakeholders and develop good relations with the all citizens.

#### Budget and Finance

- Must have public budgeting/finance knowledge and demonstrated prior experience in managing a large organizational budget.
- The TA should have strong finance skills and be a strategic thinker, particularly regarding budgeting, project management, and economic and community development.
- Experience and expertise in planning and carrying out Capital Projects is desirable, as well as positioning Harwich to receive state and federal grants

#### Human Resource Management

- Must have demonstrated experience in supervision of employees. Candidate should have good grasp of pay, performance and general personnel management best practices.
- Must demonstrate a personality that can readily communicate Harwich's goals and needs to its employees.
- Create and sustain a goal-oriented and performance-based environment by establishing, maintaining and promoting effective policies and initiatives.

#### Organizational/Staff Development

- Must demonstrate the ability to evaluate the current organization and make recommendations for improved efficiency and effectiveness.
- Must be able to assist employees in their professional development and to encourage a continuous learning environment.

#### Community Planning and Development

- A good understanding and grasp of effective community planning and development methodologies and techniques is desirable.

- Experience in the use of economic development tools, particularly financing, is desirable as well as the ability to work effectively with developers and business owners/entrepreneurs.

#### Intergovernmental Relations

- Must be able to relate to and develop a good working relationship with other local governments, particularly surrounding municipalities, county government, community organizations, schools, and state and federal agencies.

#### Personal Qualities

- Candidate must have both personal and professional integrity and demonstrate open and positive communication skills. Must be able to demonstrate a positive, productive attitude to all citizens.
- Must not be afraid of conflict and be willing and able to mediate conflictual situations when necessary and appropriate.
- An ability to be an "out of the box" type of thinker is also desired.