

CITY CLERK  
GLOUCESTER, MA

2016 DEC 28 AM 8:07



GLOUCESTER CITY COUNCIL  
**Ordinances & Administration Committee**  
Tuesday, January 3, 2017 – 6:00 p.m.  
**1st Fl. Council Committee Room – City Hall**  
**AGENDA**

(Items may be taken out of order at the discretion of the Committee)

**1. Management Appointment & Appointments:**

Chief Administrative Officer	James Destino	TTE 02/14/17
Tourism Commission	Elizabeth Favazza	TTE 02/14/18
	Doug Silva	TTE 02/14/19
Animal Advisory Committee	Jennifer A. Holmgren	TTE 02/14/20

**2. CC2015-044 (Verga, Cox) Amend GCO Sec. 9-12 re: Prohibition of plastic checkout bags (Cont'd from 07/18/16) (TBC 02/06/17)**

**3. CC2016-015 (Cox) Request O&A review & recommend the matter of prohibiting the use of polystyrene food & beverage containers or serving items for food service establishments if the packaging takes place on the premises of food service establishments & recommend whether an ordinance on polystyrene food & beverage containers be adopted (Cont'd from 07/18/16) (TBC 02/06/17)**

**4. CC2016-048 (Orlando) Amend GCO Sec. 4-16 (d) "Off-leash dog areas" subsection (b)(2) by adding a new subsection "(m) Dog Park "pooch pass" certificate for non-residents & amend Sec. 1-15 "Penalty for violation of certain specified section of code" (Cont'd from 12/05/16)**  
NOTE: To be withdrawn.

**5. CC2016-049 (Gilman) Amend GCO Sec. 22-269 "Same-From May 1 to September 15" and Sec. 22-267 "Restrictions on direction driven-Annually" re: Arlington Street (Cont'd from 12/05/16)**

**6. CC2016-052 (O'Hara) Whether the Code of Ordinances Sec. 4-16a "Dogs allowed on public beaches at certain times" should be amended to expand unleashed areas to Cressy Beach from October 1<sup>st</sup> to April 30th**

**7. Report by Beach Traffic Ad Hoc Committee and discussion thereof**

COMMITTEE  
Chair, Councilor Steven LeBlanc  
Vice Chair, Councilor Jamie O'Hara  
Councilor Sean Nolan

CC: Joanne Senos  
Jim Destino  
Chip Payson  
Clean City Commission

The listing of matters is those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.

City Hall  
Nine Dale Avenue  
Gloucester, MA 01930



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stheken@gloucester-ma.gov

**CITY OF GLOUCESTER  
OFFICE OF THE MAYOR**

**TO: City Council President Joseph Ciollino  
And Members of the City Council**

**FROM: Sefatia Romeo Theken, Mayor**

**DATE: December 5, 2016**

**RE: Appointment of Jim Destino, Chief Administrative Officer**

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Councilors:

Pursuant to Section 3-3 and Section 2-10 of the City Charter, this is to advise you that effective November 28th, 2016, I have appointed Jim Destino to the position of Chief Administrative Officer, subject of the review and approval of the City Council.

Please refer this appointment to the Ordinance and Administration Subcommittee for Council confirmation process.

Thank you.

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stheken@gloucester-ma.gov

CITY OF GLOUCESTER  
OFFICE OF THE MAYOR

*November 7, 2016*

*James Destino  
14 Morton Place  
Gloucester, MA 01930*

*Dear Mr. Destino:*

*It is with great pleasure that I welcome you to your new position of Chief Administrative Officer for the City of Gloucester. The Personnel office has informed me that you will assume your duties on Monday, November 28, 2016, at an annual salary of \$110,204.64. The work week is thirty-five hours. You will be entitled to all benefits available to management employees of the City of Gloucester including the Commonwealth Retirement program, health insurance, sick and vacation leave. Attached please find information regarding all the benefits available to you as a City of Gloucester employee.*

*I know your professional background and qualifications will enhance the operations of the Mayor's Office and that your contribution is certain to be significant. Welcome aboard!*

*Sincerely,*

A handwritten signature in black ink, appearing to read "Sefatia Romeo Theken". The signature is fluid and cursive.

*Sefatia Romeo Theken  
Mayor*

*cc: Personnel File*

**James M. Destino**  
Chief Administrative Officer  
City of Gloucester, MA

Jim Destino is an entrepreneur and public servant with more than 30 years of business, civic and administrative experience.

Mr. Destino was appointed Chief Administrative Officer for the City of Gloucester in January 2015.

A lifelong resident of Gloucester, Ma, Mr. Destino served as a member of the City Council between 2000 and 2008, including two terms as City Council President. A certified parliamentarian, Mr. Destino's public life has been defined by fiscal prudence and a commitment to civility in political service. During his years in political office, Mr. Destino served on the City Council's Committee on Budget & Finance and worked on numerous policies and initiatives, including creation of annual training standards for members of City boards and commissions and the establishment of local ordinances regulating development of renewable energy facilities (wind turbines).

A charter member of the Northeast Seafood Coalition, Mr. Destino has served on the Board of Directors of Rockport National Bank, where he chaired the Audit Committee. He also has served on the Board of Directors for the Gloucester Education Foundation, Cape Ann Chamber of Commerce, Rose Baker Senior Center and Bass Rocks Golf Club. Mr. Destino was named as a citizens' representative on the Transition Committee following the merger of Addison Gilbert Hospital and Lahey Health.

Mr. Destino began his career as a commercial fisherman working in Gloucester's iconic seafood industry. Together with his wife, Judy Destino, he has owned and operated a family restaurant in downtown Gloucester for nearly 30 years. They have three children: daughter, Caitlin, and sons Matthew and Jay.

## CITY OF GLOUCESTER Job Description

**Title:** Chief Administrative Officer  
**Supervisor:** Mayor  
**Grade:** M11  
**Civil Service:** Provisional                      **Union:** N/A

**Supervision Exercised:** Provides direct supervision to 15 Department Heads and 1 clerical staff in the Mayor's Office. Provides indirect supervision to the operations of all City departments and personnel.

**Responsibilities:** Works closely with the Mayor in developing and supporting the City's management team, providing supervision to all City departments, developing City policies and programs, providing constituent services and bridging communications with the City Council, School Department and other agencies. The mayor may delegate any power or duty which he has under the charter other than the power to veto measures adopted by the City Council or the power to appoint or to remove City officers, members of multiple-member bodies and department heads.

**Duties:**

- Coordinates and supervises all City agencies.
- Submits reports at such times as may be required.
- Installs and maintains financial management and record keeping systems.
- Assists the Mayor in the preparation of an annual operating budget for all city agencies, and shall, in cooperation with the City Auditor, administer the operating budget throughout the year.
- Assists the Mayor and the heads of all city agencies in the development of a capital outlay program and the preparation of a capital improvement budget.
- Conducts a continuing study of the work of all City agencies and the preparation of management policies based on such studies.
- Prepares policy programs and ordinance recommendations affecting the management of the City.
- Handles any other powers, duties, and responsibilities as may be delegated by the Mayor.
- Responds to constituents and resolves individual problems.
- Working with Personnel Director, negotiates and administers all collective bargaining agreements.

**Qualifications:**

- Master's degree in Public Administration, Political Science, Business Administration or related field with five years relevant municipal management experience.

OR

- Bachelor's degree with ten years municipal senior management experience.
- Excellent leadership, communication, conflict-resolution and computer skills required.
- Demonstrated skills in budgeting and financial management.
- Ability to set priorities and work independently.
- Ability to develop and support a high performance, effective management team, including linking City and School Department staff.

*Revised 2/10*

## BENEFITS AT A GLANCE

### GMAA and Non Union Managers

<b>Sick</b>	18 days annual accrual, maximum accrual 70 days.
<b>Sick Buyback</b>	Up to 70 days upon retirement at hourly salary ANNUALLY - \$300 if you use 2 or less days.
<b>Vacation</b>	Accrues monthly Carryover allowed is your annual accrual
<b>Vacation amount</b>	6 months - 1 year = 10 days 1 year = 11 days 2 years = 14 days 3 years = 15 days 6 years = 20 days 21 years = 21 days 22 years = 22 days 23 years = 23 days 24 years = 24 days 25 years = 25 days 30 years = 30 days
<b>Holidays</b>	11 Days
<b>Longevity*</b> <small>calculated by years of service in the retirement system</small>	5 years = \$500.00 10 years = \$1,000.00 15 years = \$1,250.00 20 years = \$1,500.00 25 years = \$1,800.00
<b>Training &amp; Ed Incentive</b>	With pre-approval
<b>Personal Days</b>	5 Days, to be deducted from accrued sick leave
<b>Schedule</b>	35 hour work week
<b>Health Insurance</b>	Group Insurance Commission 30 day notice of change
<b>Dental Insurance</b>	Delta Dental - 2 plans available
<b>Life Insurance</b>	Assurant \$5000
<b>Bereavement</b>	8 days - immediate family 3 days - other family 1 day - unspecified relatives
<b>Overtime</b>	N/A

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CITY OF GLOUCESTER  
OFFICE OF THE MAYOR

December 5, 2016

Ms. Elizabeth Favazza  
41 Hartz Street  
Gloucester, MA 01930

Dear Ms. Favazza:

I am pleased to appoint you to a one year term on the **Tourism Commission Committee**. Your appointment will be sent to the City Council for their meeting of December 13, 2016. Confirmation of your appointment will be referred out to the next Ordinance and Administration subcommittee meeting, and you will be notified by the Clerk of Committees as to the date on which the O&A Committee will review your appointment.

In order for you to attend and vote at meetings until your appointment confirmation is finalized, I have issued you a 90 day temporary appointment. Please report to the City Clerk's Office to pick up your appointment card and be sworn in at your earliest convenience.

On behalf of the City of Gloucester, I greatly appreciate your dedication to public service and look forward to working with you in the coming years to help make Gloucester a better place for all of us to live.

If you have any questions or if you require additional information, please feel free to contact my office.

Thank you again.

Sincerely,

  
Sefata Romeo Theken  
Mayor

cc: Mayor's Report to the City Council



Dear Elizabeth Favazza , 41 Hartz Street, Gloucester, MA 01930

It is my pleasure to inform you that I have this day appointed you to the TOURISM COMMISSION COMMITTEE of the City of Gloucester, Massachusetts. This is a 90-day temporary appointment. After City Council approval, term to expire 2/14/2018. (ONE YEAR TERM)

Respectfully,

Mayor

*N.B. You are required to be sworn in at the office of the City Clerk before acting under this appointment.*

SWORN IN \_\_\_\_\_ BY: \_\_\_\_\_

# Elizabeth Favazza

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41 Hartz St. Gloucester, MA 01930 | 978-239-1204 | Emfavazza@me.com

**November 18, 2016**

**To whom it may concern:**

I am interested in serving on the Tourism Committee for the City of Gloucester. If accepted for the opportunity, I am willing to take on any projects or responsibilities that may come my way. I was born and raised in the city of Gloucester, to serve on the committee and show tourist and our residents everything this beautiful city has to offer would be an honor. I want to be part of this committee because Gloucester is more than just a tourist attraction, it's a way of life with so much history and tradition. I want to help spread that tradition and all the events that go on here in the city. I also want to help and be part of making changes. Thank you for considering me for the opportunity to help give back to the city.

Sincerely,

Elizabeth Favazza

# Elizabeth Favazza

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41 Hartz St Gloucester, MA 01930 | 978-239-1204 | Emfavazza@me.com

## Objective

Seeking to become a member of the Tourism Committee for the City of Gloucester and to spread the word of everything the city has to offer.

## Education

### **HIGH SCHOOL DIPLOMA | JUNE 2009 | GLOUCESTER HIGH SCHOOL**

- Major: All Subjects
- Minor: Click here to enter text
- Related coursework: Interact Club, Drama Club, Chorus, Girls Field Hockey, Girls Lacrosse and Girls Winter Track.

### **SALEM STATE UNIVERSITY | SEPTEMBER 2009- IN PROGRESS |**

- Major: Business Administration
- Minor: Hospitality
- Related coursework: Food & Beverage, Tourism, Business Law and Internship at Castle Manor Inn.

## Skills & Abilities

### **MANAGEMENT**

- Over See employees in departments
- Scheduling & Payroll
- Oversees Operations
- Balance, collect and deposit funds for the business
- Marketing
- Customer Service

### **SALES**

- Meet & execute needs of brides for functions
- Hotel Rooms
- Sell the City Of Gloucester to hotel guests

### **SKILLS**

- Customer Service
- Leadership skills but also a team player
- Pays attention to details
- Will make sure the job gets done the right way and in a timely manner
- People Person
- Proficient in Microsoft Office & Apple Programs

## **Experience**

### **CASHIER, FRONT END MANAGER & CSR | SHAW'S | MARCH 2006-MAY 2011**

- Responsible for all cashiers/ front end employees
- Money Drops/ Delivery
- Bookkeeping
- Closing
- Customer Service Satisfaction

### **BANK TELLER | TD BANK | MAY 2011-MAY 2013**

- Cashing checks, deposits, and with draws
- Balancing the tills
- Balancing the Safe/Vault
- Safety Deposit boxes
- Shipments of money
- Knowing our customers
- Closing

### **ASSITANT MANAGER/ASSITANT FUNCTION MAN. | CASTLE MANOR INN | MAY 2013-PRESENT**

- Started as an intern
- Scheduling & Payroll
- Oversees employees in restaurant & hotel departments
- Balancing the safe & handling financial aspects of business
- Accounting
- Meeting with brides & overseeing the functions
- Customer Service
- Guiding our guests through the city for events/ activities
- Bartender
- Closing

## **Other**

- TIPS Certified/ Bartending License Drink Master Program Boston
- CPR Certified with instructor Cindy Junker
- Member of BNI Lighthouse ( Received Notable Networker Award)

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stheken@gloucester-ma.gov

CITY OF GLOUCESTER  
OFFICE OF THE MAYOR

December 5, 2016

Mr. Doug Silva  
50 Rogers Street  
Gloucester, MA 01930

Dear Mr. Silva:

I am pleased to appoint you to a two year term on the **Tourism Commission Committee**. Your appointment will be sent to the City Council for their meeting of December 13, 2016. Confirmation of your appointment will be referred out to the next Ordinance and Administration subcommittee meeting, and you will be notified by the Clerk of Committees as to the date on which the O&A Committee will review your appointment.

In order for you to attend and vote at meetings until your appointment confirmation is finalized, I have issued you a 90 day temporary appointment. Please report to the City Clerk's Office to pick up your appointment card and be sworn in at your earliest convenience.

On behalf of the City of Gloucester, I greatly appreciate your dedication to public service and look forward to working with you in the coming years to help make Gloucester a better place for all of us to live.

If you have any questions or if you require additional information, please feel free to contact my office.

Thank you again.

Sincerely,

A handwritten signature in black ink, appearing to read "Sefat Romeo Theken". The signature is fluid and cursive, with a large loop at the end.

Sefat Romeo Theken  
Mayor

cc: Mayor's Report to the City Council



Dear Doug Silva, 50 Rogers Street, Gloucester, MA 01930

It is my pleasure to inform you that I have this day appointed you to the TOURISM COMMISSION COMMITTEE of the City of Gloucester, Massachusetts. This is a 90-day temporary appointment. After City Council approval, term to expire 2/14/2019. (TWO YEAR TERM)

Respectfully,

A handwritten signature in black ink, appearing to read "John J. ...", is written over the word "Respectfully,".

Mayor

*N.B. You are required to be sworn in at the office of the City Clerk before acting under this appointment.*

SWORN IN \_\_\_\_\_ BY: \_\_\_\_\_

Dear Mayor Theken,

I would like to apply for the open position on the Gloucester tourism committee. I operate the Topside Grill restaurant and feel I would be an asset to the board. I work with the Gloucester tourist population on a daily basis and feel my input and experience will be an excellent addition to what you are looking for. I see the potential for this city to add to the city economy, create jobs, boost revenue, help with the beautification of Gloucester, add fresh ideas and bring more visitors to our amazing city. Please see attached resume and consider me for the position.

Thank you,

Doug Silva

Topside Grill

50 Rogers St.

Gloucester, MA

(978) 281-1399 (Business)

[www.topsidegrill.com](http://www.topsidegrill.com)

## Doug Silva

### Business Experience

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#### Topside Grill Restaurant

March 2009 – Present *Co-Owner/General Manager* Gloucester, MA

- In charge of day to day operations of entire restaurant (155 person capacity)
- Duties include all hiring & firing (when needed), menu design (food & cocktail), employee training, payroll, schedules, & marketing/advertising/promotions. All jobs in restaurant can be done by me as needed.
- Maintain monthly food costs of 28% and liquor costs of 22%
- Approximately 20% sales growth each year since 2009

#### Investors Bank & Trust/State Street Corporation

June 2004 – March 2010 *Senior/Associate -Valuation Team* Boston, MA

- Valuation of Goldman Sachs & Morgan Stanley private equity funds' investments (200+ GP's) on a quarterly basis
- Forecasting team production capabilities; finding innovative ways to increase efficiency
- Provide daily/weekly progress reporting to senior management (CFO)

#### City of Gloucester

May 2001- September 2004 *Head Lifeguard* Gloucester, MA

- In charge of safety of all Gloucester beaches
- Worked directly with management of DPW

#### The Windjammer Restaurant

March 2000- April 2001 *Assistant General Manager* Gloucester, MA

- worked in family restaurants from the age of 13 up through all aspects of the business
- duties included overseeing operations on a daily basis
- responsible for ordering products, maintaining inventory, payroll, scheduling, hiring/firing employees, accounting, promotions, advertising, and budgeting

#### Schooners of Gloucester Restaurant

June 1997- March 2000 *Line cook* Gloucester, MA

- Cooked in family restaurant, menu made up of Seafood & Italian dishes
- Started as prep cook, worked way through fry cook, oven, grill, saute & expeditor

### Education

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#### Le Cordon Bleu

20012- 2013 *Culinary Chef Certification* Boston, MA

- Classes include Servsafe, Foundations I, II, III, Baking & Pastries, Cuisines across Cultures
- Cumulative GPA of 4.0

#### UMASS Amherst

1998- 2002 *Isenberg School of Management* Amherst, MA

- Majored in business management. Minored in Economics, & Marketing
- Cumulative GPA of 3.8

### Software Proficiency

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Expertise in Excel, Word, PowerPoint, Outlook & social media

Sec. 2-472. - Tenure; composition.

The tourism commission shall consist of not less than seven members and may be up to 11 members if deemed necessary by the tourism commission. All members shall be appointed by the mayor and confirmed by the city council for the following terms:

- (1) At least two members for one year;
- (2) At least three members for two years;
- (3) At least two members for three years; and

consideration shall be given so that members are chosen from persons with a vested interest in tourism who are distributed among the several tourism sectors of restaurants, accommodations, tourist attractions, retailers, arts and culture; and there shall be at least one at large member. One member shall be a city councillor who shall be ex-officio.

(Ord. No. 21-1991, 6-18-1991; Ord. No. 18-1996, § J, 6-25-1996; Ord. of 8-14-2012(01))

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CITY OF GLOUCESTER  
OFFICE OF THE MAYOR

December 5, 2016

Ms. Jennifer A. Holmgren  
385 Magnolia Avenue  
Gloucester, MA 01930

Dear Ms. Holmgren:

I am pleased to appoint you to a three year term on the **Animal Advisory Committee**. Your appointment will be sent to the City Council for their meeting of December 13, 2016. Confirmation of your appointment will be referred out to the next Ordinance and Administration subcommittee meeting, and you will be notified by the Clerk of Committees as to the date on which the O&A Committee will review your appointment.

In order for you to attend and vote at meetings until your appointment confirmation is finalized, I have issued you a 90 day temporary appointment. Please report to the City Clerk's Office to pick up your appointment card and be sworn in at your earliest convenience.

On behalf of the City of Gloucester, I greatly appreciate your dedication to public service and look forward to working with you in the coming years to help make Gloucester a better place for all of us to live.

If you have any questions or if you require additional information, please feel free to contact my office.

Thank you again.

Sincerely,

A handwritten signature in black ink, appearing to read "Sfatia Romeo Theken". The signature is fluid and cursive, with a large initial "S".

Sfatia Romeo Theken  
Mayor

cc: Mayor's Report to the City Council



Dear Jennifer A. Holmgren, 385 Magnolia Avenue, Gloucester, MA 01930

It is my pleasure to inform you that I have this day appointed you to the **ANIMAL ADVISORY COMMITTEE** of the City of Gloucester, Massachusetts. This is a 90-day temporary appointment. After City Council approval, term to expire 2/14/2020. **(THREE YEAR TERM)**

Respectfully,

Mayer

*N.B. You are required to be sworn in at the office of the City Clerk before acting under this appointment.*

SWORN IN \_\_\_\_\_ BY: \_\_\_\_\_

December 2, 2016

Mayor Sefatia Romeo Theken  
City of Gloucester  
9 Dale Avenue  
Gloucester, Massachusetts 01930

385 Magnolia Ave.  
Gloucester, MA 01930

Dear Mayor Theken:

As a member of the current Ordinance & Administration Ad-Hoc Committee to Review the Dog Ordinance, I respectfully submit this application with the hope of becoming a member of the newly-created Animal Advisory Committee.

Being a member of the Ad-Hoc Committee has allowed me to gain a deeper understanding of our city's processes and procedures. As a longtime Gloucester resident, I care deeply about this community and know that animals are an indispensable, and an inevitable, part of life here. Our home is in West Gloucester: a very spacious area, and one where a diverse array of both wild and domesticated animals have always been a part of the landscape.

It is very important to me to continue outreach and education with the community regarding animal issues. If I am appointed to the Animal Advisory Committee, I will work hard to assist my fellow Committee members with education efforts, especially with regard to issues and concerns which have come up recently (e.g. predatory owls). My familiarity with the Dog Ordinance will also make it possible for me to help raise awareness of its ins and outs, something which is very important to me as we continue to work toward equitable solutions for dog owners and non-dog-owners alike.

With many thanks in advance for your consideration,

Sincerely,

Jennifer A. Holmgren

# JENNIFER A. HOLMGREN

## QUALIFICATIONS

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- Nursing Assessment; competent medication, parenteral, and enteral fluid administration; patient and family teaching; wound care; assistance with activities of daily living; phlebotomy, EKG and other point-of-care procedures; preceptorship of CNA's, student nurses, and new nurses; collaboration with physicians, therapy staff, social workers, chaplains, and other members of interdisciplinary teams.
- Experience using the following programs: *HealthWyse* and *Suncoast*, both home health- and hospice-oriented electronic medical record programs; *Meditech*, a hospital-oriented electronic record program; *GenuWin*, a Mass. Department of Public Health data tracker designed for the Mass DPH HIV/AIDS program; *Apricot*, a web-based program designed for nonprofit organizations
- Chart auditing and documentation analysis from the nursing and interdisciplinary perspectives.
- Preparation of Additional Documentation Requests for review by CMS.
- Experience with OASIS assessments under Medicare home health guidelines
- Mac and PC platforms; programs including Microsoft Office and Office 365, Adobe Photoshop and Illustrator, Macromedia Dreamweaver, Quark XPress.
- Logo, website, newsletter, poster/flyer, business identity design experience

## WORK EXPERIENCE

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### 2014 – Present: North Shore Health Project, Gloucester, MA

#### *Data Manager*

Collecting and submitting utilization data for HIV-positive and Hepatitis C-positive clients to Mass Department of Public Health per grant requirements. Daily collaboration with Case Managers, Peer Leaders, Volunteers, Holistics Practitioners, Client Services Director, and Executive Director to assist in the daily function of the organization. This may include database and documentation training and maintenance; newsletter design and publication; participation in client-oriented group activities; assisting with community events and outreach; basic clerical/administrative work.

### 2009 – Present: Home Health Foundation, Haverhill and Peabody, MA

#### *Registered Nurse: Weekend Baylor / Weekend Top Shelf*

Weekend shifts on Saturdays and Sundays: opening plans of care for new patients and performing visits to assist case managers in the Peabody, Merrimack Valley, and Southeastern New Hampshire areas. Application of knowledge of nursing skills for a diverse array of adult and geriatric patients with specific needs.

#### *Registered Nurse Case Manager*

Primary nurse for a caseload of medical-surgical home care patients in the Peabody area. Use of critical thinking and assessment skills for a variety of needs including patients who are freshly post-op, new to anticoagulants, have chronic and acute wounds, have severe pain or palliative needs, or who may be transitioning to hospice. Development of appropriate and up-to-date plans of care through collaboration with team members and community medical professionals.

#### *Registered Nurse: Merrimack Valley Hospice House*

Responsible for the physical care and comfort of up to 7 patients on an inpatient hospice care unit. Implementation of assessment skills, patient advocacy, patient and

family education, critical thinking skills, and daily multidisciplinary collaboration.

**2007 – 2009: Beacon Hospice, Beverly and Roxbury, MA**

*Registered Nurse Quality Assurance/Performance Improvement*

Analysis of documentation per current Hospice Conditions of Participation and company standards. Implementation of staff teaching, participation in interdisciplinary team meetings, tracking of patient status per level of care and diagnosis. Participation in evaluation of Performance Measures from the QAPI perspective.

*Registered Nurse Case Manager*

Hospice home care and nursing home/assisted living facility case management of a caseload of up to 23 terminally-ill patients requiring skilled pain and symptom management, patient and family teaching, participation in an interdisciplinary team, and direct and indirect supervision of team LPN and home health aides.

**2002 – 2007: Northeast Health System, Beverly and Gloucester, MA**

*Registered Nurse – Medical-Surgical Units, Beverly, MA*

Registered Nurse on four Med-Surg units caring for adult and geriatric patients with acute, chronic, and terminal diagnoses. All three shifts. Member of the Skin Team. Part of New Graduate RN Internship Program.

*Student Nurse / Clinical Associate / Administrative Associate, Beverly, MA*

Clinical and secretarial work in hospital-wide float pool and on med/surg/pedi unit.

*Student Nurse Extern, Special Care Nursery, Beverly, MA*

Participated in Externship program: shadowed RN in assessment and nursing care of medically-compromised newborns in a critical care setting.

*Clinical Associate / Administrative Associate, Gloucester, MA*

Clinical and secretarial work on telemetry, med-surg, and intensive care units.

**2001 – 2004: North Shore PRN, Gloucester, MA**

*Massachusetts Certified Home Health Aide*

CHHA: private duty care on 1:1 basis for patients. Agency work at nursing homes.

**1997 – 2000: Seacoast Nursing & Rehab, Gloucester, MA**

*Massachusetts Certified Nursing Assistant*

CNA work in a long-term and subacute rehabilitation setting.

**1995 – 1997: Gloucester Prevention Network, Gloucester, MA**

*Tobacco Prevention Peer Leader*

**1996: Cape Ann YMCA Camp Spindrift, Gloucester, MA**

*Junior Counselor*

## VOLUNTEER EXPERIENCE

2016-Present: Steward, Little River Little Free Library, West Gloucester  
2016: Member, Gloucester City Council Ordinance and Administration Ad-Hoc  
Committee to Review the Dog Ordinance  
2012-2014: Data Entry Volunteer, North Shore Health Project  
2012-2013: Corporator, Sawyer Free Library  
2012-2013: Secretary of the Board of Trustees, First Universalist Church, Essex, MA

## MEMBERSHIPS

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Cape Ann Museum  
Cape Ann YMCA  
Maritime Gloucester  
Magnolia Library and Community Center  
Magnolia Historical Society  
Gloucester Democratic City Committee  
First Universalist Church, Essex, MA

## EDUCATION

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Associate's Degree, Registered Nurse, 2005. North Shore Community College Nurse  
Education program. Class Secretary.

B.S., Communications (Graphic Arts), 2002. S.I. Newhouse School of Public  
Communications, Syracuse University. Dean's List. Portfolio available upon request.

Diploma, 1998. Gloucester High School. Highest Honors.

# ANIMAL ADVISORY COMMITTEE

## Section 2-560. Animal Advisory Committee – Purpose.

- (a) In recognition of the continuing need for policy and oversight for the health and welfare of all animals and the associated health and welfare of citizens associated with animals within the borders of the city of Gloucester be they domestic or wild, the Animal Advisory Committee is hereby established.
- (b) At the first of each calendar year the Committee shall elect from among its members a Chair, Vice-Chair and Secretary.
- (c) The committee shall undertake but not be limited to the following activities:
  - (1) Research, recommend and advise at the request of various departments and agencies of the city of Gloucester on matters pertaining to domestic and wild animals within the borders of the city; and to
  - (2) Review and recommend changes to city policies and ordinances that affect all animals.

## Section 2-561. Composition; requirements; tenure.

The Animal Advisory Committee shall consist of up to seven members comprised of a resident representative from each of the city's five wards, and two resident members who shall be at-large members. These members shall be appointed by the Mayor and approved by the Council under the City Charter to a term of up to three years. Ex-officio non-voting members shall be one City Councilor appointed by the Council President; the Police Chief or his designee and the Public Health Director or his designee.



**CITY OF GLOUCESTER 2015  
CITY COUNCIL ORDER**

**ORDER: #CC2015-044**  
**COUNCILLOR: Greg Verga & Melissa Cox**

**DATE RECEIVED BY COUNCIL: 11/17/15**  
**REFERRED TO: O&A**  
**FOR COUNCIL VOTE:**

**ORDERED** that the Ordinances & Administration Committee shall review the matter of the use of plastic checkout bags and shall propose banning them or reducing them by creating the following ordinance:

**AMEND** the Code of Ordinances Ch.9 Sec. 9-12 by **ADDING** new sec. 9-12 as follows:

- (a) "Checkout Bag" is a carry out bag provided by a store to a customer for the point of sale.
- (b) "Compostable Plastic Bag" a plastic bag that (1) conforms to the current ASD6400 for the compostability; (2) is certified as meeting the ASTM D6400 standard specification by a recognized verification entity, and conforms to any other standards deemed acceptable by this section.
- (c) "Retail Establishment" means any retail store that satisfies at least one of the following requirements: a retail space of 2500 square feet or larger or at least 3 locations in the City of Gloucester totaling 2500 square feet or more.
- (d) If a retail establishment provides plastic checkout bags to customers the plastic bags shall comply with the requirements of being compostable bags. Nothing in this section shall be read to preclude any establishment from making reusable checkout bags available for sale to customers or utilizing recyclable paper bags.

**AMEND** sec. 9-13 by adding a new sec. 9-13 as follows:

Each retail establishment comply with this law. If a violation has occurred a warning notice shall be issued for the first offense. The penalty for each violation that occurs after the initial violation shall be: \$50 for the first offense and \$100 for each offense thereafter.

**Further Ordered** that this matter be referred to the City Council that it adopt the above ordinance.

**Greg Verga**  
Councillor at Large

**Melissa Cox**  
Ward 2 Councillor

## PLASTIC BAG REDUCTION ORDINANCE

### SECTION 1 DEFINITIONS

The following words shall, unless the context clearly requires otherwise, have the following meanings:

“Director”, the Director of Public Health or his/her designee.

“ASTM D6400”, the American Society for Testing and Materials (ASTM) International “Standard Specification for Compostable Plastics”.

“ASTM D7081”, ASTM International “Standard Specification for Biodegradable Plastics in the Marine Environment”.

“Checkout bag”, a carryout bag provided by a store to a customer at the point of sale. Checkout bags shall not include bags, whether plastic or not, in which loose produce or products are placed by the consumer to deliver such items to the point of sale or check out area of the store.

“Compostable plastic bag”, a plastic bag that (1) conforms to the current ASTM D6400 for compostability; (2) is certified and labeled as meeting the ASTM D6400 standard specification by a recognized verification entity; and (3) conforms to any other standards deemed acceptable by this section.

“Department”, the City’s Health Department.

“Marine-degradable plastic bag”, a plastic bag that conforms to the current ASTM D7081 standard specification for marine degradability; and conforms to any other standards deemed acceptable by the Department, provided additional, Department-approved standards are as stringent as ASTM D7081.

“Recyclable Paper Bag” means a paper bag that is (1) 100 percent recyclable including the handles.

“Retail establishment”, any retail space located in the City including without limitation any commercial business facility that sells good directly to the consumer including but not limited to grocery stores, pharmacies, liquor stores, “mini-marts”, and retail stores and vendors selling clothing, food and personal items.

“Reusable checkout bag”, a sewn bag with stitched handles that (1) is either (a) made of cloth or other machine washable fabric; or (b) made of plastic other than polyethylene or polyvinyl chloride that is durable, non-toxic, and generally considered a food-grade material that is more than 2.25 mils thick.

## SECTION 2 REQUIREMENTS

(a) If any retail establishment as defined in section 1 provides a checkout bag to customers, the bag shall be comply with the requirements of being either a recyclable paper bag, a compostable and marine-degradable plastic bag, or a reusable checkout bag.

**(b) A store that provides any type of checkout bag shall sell them for no less than ten cents (\$0.10). All moneys collected pursuant to this ordinance shall be retained by the store.**

(c) The Director may promulgate rules and regulations to implement this section.

## SECTION 3 PENALTIES AND ENFORCEMENT

(a) Each Retail Establishment shall comply with this by-law.

(1) If it is determined that a violation has occurred the Director shall issue a warning notice to the Retail Establishment for the initial violation.

(2) If an additional violation of this by-law has occurred within one year after a warning notice has been issued for an initial violation, the Director shall issue a notice of violation and shall impose a penalty against the retail establishment.

(3) The penalty for each violation that occurs after the issuance of the warning notice shall be no more than:

A) \$50 for the first offense

B) \$100 for the second offense and all subsequent offenses. Payment of such fines may be enforced through civil action in the state District Court.

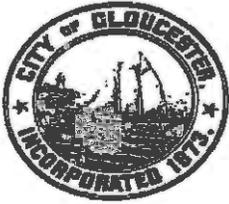
(4) No more than one (1) penalty shall be imposed upon a Retail Establishment within a seven (7) calendar day period.

(5) A Retail Establishment shall have fifteen (15) calendar days after the date that a notice of violation is issued to pay the penalty or the amount of the penalty payable shall be doubled.

## SECTION 4 EFFECTIVE DATE

All of the requirements set forth in this by-law shall take effect within six months of passage. In the event that compliance with the effective date of this ordinance is not feasible for a small retail establishment, because of economic hardship, the Department may grant a waiver of not more than six months upon application of the owner or the owner's representative.

DJ



**CITY OF GLOUCESTER 2016  
CITY COUNCIL ORDER**

**ORDER: CC#2016-015  
COUNCILLORS: Melissa Cox**

**DATE RECEIVED BY COUNCIL: 04/12/16  
REFERRED TO: O&A  
FOR COUNCIL VOTE:**

**ORDERED** that the Ordinances & Administration Standing Committee shall review and recommend the matter of prohibiting the use of polystyrene food and beverage containers or serving items from food service establishments if the packaging takes place on the premises of food service establishments, and further that waivers may be granted for no more than six months if this poses an economic hardship. This ordinance amendment shall take into account CC2015-044 concerning plastic checkout bags.

**ORDERED** that a new Code of Ordinances Chapter 9, "Art. II" be **ADDED** and titled "Prohibition on Polystyrene-Based Disposable Food Serving Items" "Sec. 9-20 Effective \_\_\_\_\_ 2016 polystyrene food and beverage containers or serving items (such as utensils or straws) shall not be used in the City of Gloucester to package or serve food or beverages if that packaging takes place on the premises of "food service establishments" as defined in sec. 9-21.

In the event that compliance with this ordinance is not feasible for a food establishment because of either unavailability of alternative non-polystyrene containers or economic hardship, the Director of Health may grant a waiver of not more than six months upon application of the owner or owner's representative."

"Sec.9-21 Definitions;"

"Food Service Establishments shall mean those establishments which serve food or beverages which they have packaged on the premises."

And by **ADDING** at Sec. 1-15 of the Code of Ordinances that "Violations of sec. 9-20 of the Code of Ordinances shall be subject to civil ticketing by agents of the Health Department" by a fine of : \_\_\_\_\_."

**FURTHER ORDERED** that the O&A shall recommend to the Council that the ordinance on Polystyrene Food and Beverage Containers be adopted.

Melissa Cox  
Ward 2 Councillor



**CITY OF GLOUCESTER 2016  
CITY COUNCIL ORDER**

**DRAFT**

**ORDER: CC#2016-00  
COUNCILLOR: Melissa Cox  
Ward 2 Councillor**

**DATE RECEIVED BY COUNCIL: 4/12/16  
REFERRED TO: O&A  
FOR COUNCIL VOTE:**

**ORDERED** that the O&A shall review and recommend the matter of prohibiting the use of polystyrene food and beverage containers or serving items from food service establishments if the packaging takes place on the premises of food service establishments and further that waivers may be granted for no more than six months if this poses an economic hardship. This ordinance amendment shall take into account CC2015-044 concerning plastic checkout bags.

ORDERED that a new Code of Ordinances Chapter 9, "Art. II" be ADDED and titled "Prohibition on Polystyrene-Based Disposable Food Serving Items".

"Sec.9-12 (a) Effective \_\_\_\_\_ 2016 polystyrene food and beverage containers or serving items (such as utensils or straws ) shall not be used in the City of Gloucester to package or serve food or beverages if that packaging takes place on the premises of "food service establishments" , as defined in sec. 9-21.

In the event that compliance with this ordinance is not feasible for a food establishment because of either unavailability of alternative non-polystyrene containers or economic hardship, the **Public Health Department** may grant a waiver of not more than six months upon application of the owner or owner's representative."

"Sec.9-12 (b) Definitions;"

"Food Service Establishments shall mean those establishments which serve food or beverages which they have packaged on the premises."

And by ADDING at Sec. 1-15 of the Code of Ordinances that "Violations of sec. 9-12 of the Code of Ordinances shall be subject to civil ticketing by agents of the **Public Health Department**" by a fine of : \_\_\_\_\_"

Further Ordered that the O&A shall recommend to the Council that the ordinance on Polystyrene Food and Beverage Containers be adopted.



Dana Jorgensson <djorgensson@gloucester-ma.gov>

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## Pooch pass council order withdrawn

1 message

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**Joseph Orlando** <jmorlando@gloucester-ma.gov>

Tue, Dec 20, 2016 at 10:55 AM

To: SLeBlanc@gloucester-ma.gov, JOHara@gloucester-ma.gov, SNolan@gloucester-ma.gov

Cc: DJorgensson@gloucester-ma.gov

To the O&A subcommittee,  
Please withdraw my council order on the pooch pass until further  
notice. Thank you.  
Joe Orlando

Sent from my iPad



**CITY OF GLOUCESTER 2016  
CITY COUNCIL ORDER**

**ORDER: CC#2016-048**  
**COUNCILLORS: Joseph M. Orlando, Jr.**

**DATE RECEIVED BY COUNCIL: 10/25/16**  
**REFERRED TO: O&A & B&F**  
**FOR COUNCIL VOTE:**

**ORDERED** that GCO Sec. 4-16(d) "Off-leash dog areas" subsection (b) (2) be amended by **ADDING** a new subsection as follows: "(m) Dog Park "pooch pass" certificate will be issued to non-residents at an annual fee of \$25.00 per dog, a week's permit of \$10.00 per dog; or a one-day permit of \$5.00 per day per dog. Annual passes shall be valid from January 1<sup>st</sup> to December 31<sup>st</sup> of each calendar year, commencing on January 1, \_\_\_\_\_. All dogs must be registered for the program to participate, including dogs being taken off-leash by dog walkers. The Animal Control Officer shall issue to the owner or keeper of any such dog a citation for the violation of this article a fine of \$15.00 for each offense;"

**FURTHER ORDERED** that Chapter 1, Sec. 1-15 "Penalty for violation of certain specified section of code be amended by **ADDING** "Chapter 4, Sec. 4-16(d) subsection (b) (2) (m):

Penalty:

Each Offense: \$15.00"

**FURTHER ORDERED** that this matter be referred to the Ordinance & Administration and the Budget and Finance Standing Committees for review and recommendation.

Joseph M. Orlando, Jr.  
Councillor at Large

## CITY OF GLOUCESTER TRAFFIC COMMISSION

*A meeting was held on Thursday December 15th, 2016 at 6:00 p.m.  
in the third floor Conference Room  
at Gloucester City Hall*

The meeting was opened at 6:00 p.m. by Chairman Robert B. Ryan. Attending were members Larry Ingersoll, Robert Francis and Michael Mulcahey, City Councilor Melissa Cox, Arlington Street residents Carolyn Rogers, Martha and Tom Hooper, Joe Mechem and Peter Yung, Mindy Newcomb and her Attorney Patricia Johnstone and Wayne and Marsha Munroe and their Attorney Richard Malynn.

### AGENDA

Approval of minutes from our 10/27/16 meeting

*A MOTION was made, seconded and PASSED to **APPROVE** the minutes*

**Order #CC2016-049** (Councilor Gilnan) **ORDERED** that GCO Sec. 22-268 (Same from May 1-September 15) be amended by

**DELETING:** Arlington Street for its entire length in a northeasterly direction;

and in accordance with Sec. 22-110 (Restriction on direction driven-Annually) amend Sec 22=267 (One way streets-generally) by

**ADDING:** Arlington Street for its entire length, in a northeasterly direction.

*After a discussion and speaking to the residents present, a MOTION was made, seconded and PASSED to **APPROVE** the order.*

***This makes Arlington Street one way year round.** The narrowness and a blind spot on the street makes two way traffic (which only was allowed in the off-season) dangerous.*

*The residents were concerned about the angle of the 'Do Not Enter' sign as drivers get confused. Possibly a 'One Way' arrow type sign would be better. The residents and councilor will work together with the DPW to solve this.*

The Commission will speak to the requestor and others concerned about the handicapped space allowed for #2 Thomas Court. A review and vote may be conducted.

*The TC has learned that the Handicapped Parking request which was approved for #2 Thomas Court at their 8/25/16 meeting was invalid as Thomas Court is a private way and the TC does not have the authority to grant handicapped spaces on a private way.*

*Due to this, the request of Wayne and Marsha Munroe was rescinded after a discussion and motion was approved.*

*The requestors were asked if they would like to have a space reserved on Burnham Street across from their home but they said they would not due to the narrowness of the street.*

**The meeting was adjourned at 6:50 p.m.**

**ROBERT B. RYAN, Chairman**

**LARRY INGERSOLL, Secretary**

**DRAFT**



**CITY OF GLOUCESTER 2016  
CITY COUNCIL ORDER**

**ORDER: CC#2016-049**  
**COUNCILLORS: Valerie Gilman**

**DATE RECEIVED BY COUNCIL: 10/25/16**  
**REFERRED TO: O&A & TC**  
**FOR COUNCIL VOTE:**

**ORDERED** that GCO Sec. 22-268 “Same-From May 1 to September 15” be amended by **DELETING** Arlington Street, for its entire length, in a northeasterly direction; and in accordance with Sec. 22-110 “Restriction on direction driven – Annually, amend Sec. 22-267 “One-way streets-Generally” by **ADDING** Arlington Street, for its entire length, in a northeasterly direction; and

**FURTHER ORDERED** that this matter be referred to the Ordinance & Administration and the Traffic Commission for review and recommendation.

Valerie Gilman  
Ward 4 Councillor

## CITY OF GLOUCESTER TRAFFIC COMMISSION

*A meeting was held on Thursday December 15th, 2016 at 6:00 p.m.  
in the third floor Conference Room  
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### AGENDA

Approval of minutes from our 10/27/16 meeting

*A MOTION was made, seconded and PASSED to **APPROVE** the minutes*

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*After a discussion and speaking to the residents present, a MOTION was made, seconded and PASSED to **APPROVE** the order.*

***This makes Arlington Street one way year round. The narrowness and a blind spot on the street makes two way traffic (which only was allowed in the off-season) dangerous.***

*The residents were concerned about the angle of the 'Do Not Enter' sign as drivers get confused. Possibly a 'One Way' arrow type sign would be better. The residents and councilor will work together with the DPW to solve this.*

The Commission will speak to the requestor and others concerned about the handicapped space allowed for #2 Thomas Court. A review and vote may be conducted.



**CITY OF GLOUCESTER 2016  
CITY COUNCIL ORDER**

**ORDER:** CC#2016-052  
**COUNCILLORS:** James O'Hara

**DATE RECEIVED BY COUNCIL:** 12/13/16  
**REFERRED TO:** O&A  
**FOR COUNCIL VOTE:**

**ORDERED** that the Ordinance & Administration Committee consider whether the Code of Ordinances Sec. 4-16a "Dogs allowed on public beaches at certain times" should be amended to expand unleashed areas to Cressy Beach from October 1<sup>st</sup> to April 30<sup>th</sup> by **ADDING** after "Plum Cove Beach on consecutive days in the off season" the following: "Cressy Beach on consecutive days in the off season."

**FURTHER ORDERED** that this matter be referred to the Ordinances and Administration Standing Committee for review and recommendation.

James O'Hara  
Councillor at Large

CITY CLERK  
GLOUCESTER, MA

2016 DEC 27 PM 2: 59

**City of Gloucester Beach Parking and Traffic Ad Hoc Committee  
of the  
City Council's Ordinance and Administrative Committee  
Established 4/05/16  
Recommendations**



**Committee Members**

James W. O'Hara Jr.

Fred Geisel

Jeff Stonberg

Rick Doucette

Jeff Worthley

J.D. MacEachern

# **Introduction to the Beach Traffic Ad Hoc Subcommittee Report**

Over many years, summer beach goers from outside the City of Gloucester have been drawn to Good Harbor Beach and Wingersheek Beach in ever increasing numbers. The result is overcrowding at Good Harbor Beach at high tide, snarled traffic on access roads, overcrowding and dangerous driver behavior at beach access points, overtaxed City parking facilities, to the detriment and frustration to the citizens of Gloucester and its visitors. The City realizes significant revenue from its beach lot parking fees and the out-of-towners support merchants who help make Gloucester an interesting and attractive place for all - residents and visitors.

Gloucester's beaches provide significant revenue that is used by the City to provide much needed services. Given all of the pressure on the City and the opportunity for added revenue, the Gloucester City Council, Ordinance and Administration Committee, caused the Beach Traffic Ad Hoc Subcommittee to be formed to study the problem and submit a report on the subject. The Subcommittee consists of: Jamie O'Hara – Chairperson, Rick Doucette, Frederick J. Geisel, J. D. MacEachern, Jeff Stonberg (alternate), and Jeff Worthley.

Gloucester has two remarkable beaches that are an hour or less from more than 2 million people clustered in and around the City of Boston. They have been discovered. Unfortunately, the demand for these beaches on beautiful warm weather days is regional, and increasingly overwhelms the City's resources in its efforts to meet that demand. Additionally, Good Harbor Beach is not large enough at high tide to accommodate more beach-goers, access roads to both Wingersheek and Good Harbor beaches, with narrow two lane roads, cannot support both local traffic by Gloucester's citizens and out-of-towners, and off-street parking is insufficient.

The following report is an effort to identify specific problems related to beach traffic and to suggest ways to increase beach capacity, improve beach access and associated safety, provide additional parking, reduce the burden imposed by intensive beach use upon neighborhoods abutting and accessing the beaches, and to improve the experience of our visitors. Reducing the burden upon abutting neighborhoods, traffic and beach overcrowding can be accomplished with little investment, by prohibiting on-street parking and employing effective practices with associated enforcement. If the City's leadership seeks to accommodate the burgeoning demand by out of town visitors to take advantage of our beaches, then capacity to accommodate them will be required, necessitating investment in beach restoration and enlargement, creating additional beach venues, support facilities and parking, policing and further stepped up enforcement.

The committee interviewed several personnel who are integral and critical to our efforts and the City's beaches, traffic control, infrastructure, and politics. We interviewed the following: Ed Parks, Joe Lucido, Bob Ryan, Ken Ryan, Councilor Sean Nolan, Councilor Scott Memhard and Chief John McCarthy. They provided us with valuable information and insight.

## IMPROVE ACCESS TO BEACH PARKING LOTS

- Develop a down-loadable application for smart phones to inform visitors of the beach parking options, possibly funded by Discover Gloucester/Chamber of Commerce/tourism businesses raising advertising revenue to create and sustain it
- Purchase larger, more visible highway signs that could show a more complete message. Locate the sign(s) further South on Route 128 to notify drivers sooner. Good Harbor and Wingearsheek usually do not fill up at the same time. The status of each beach's parking should be displayed.
- Allow the use of credit cards to pay for parking. This should speed up the process and provide for better tracking of revenues.
- Explore the ability for people to purchase beach parking tickets in advance – on line, guaranteeing parking spots. This would move people in quicker and potentially add revenue if purchasers do not show up and use their pass.
- Have one-way traffic in the morning (7- 11:00) on Thatcher Road from Barn Lane to Witham Street. Both lanes are one way. The Good Harbor Beach lot has two entrances. Use first one for residents to turn into, and the other for visitors.
- Reconfigure the intersection of Concord Street & Atlantic Street to eliminate multiple islands. Create a simple round island that could house a portable hut for traffic control to allow cars to turn around.
- Hire Police on weekend Beach Days to help with Traffic at lights on Eastern Ave. There's been a difficulty having enough policemen and women willing and able to work, however there are 8 new reserve officers coming on that have the traffic management certification.

## IMPROVE UTILIZATION OF BEACH PARKING LOTS

- No “re-entry”. Once you leave a parking lot you cannot re-enter. You lose your space. Exceptions can be made for emergencies. This will allow spaces to be re-sold.
- Make sure parking lots are well lined and the lines maintained, even in non-paved areas, to help attendants and drivers get cars properly parked.
- Create a better system for accounting for open spaces in the lots, whether open spaces were left between parked cars or residents or visitors left the beach. Using a parking lot attendant with a counter (clicker) to keep a handle on available spaces. After the early morning rush, parking lot attendants have limited responsibilities and one or two of them could easily get updates on available spaces. It seems unreasonable that if a parking lot is full at 9:30 AM that the lot would not open up until 2:30 PM for non-residents. That seemed to be the SOP in 2016.
- Open the parking lots earlier - 7:00 AM on weekends and holidays. Review the time frame when spaces are kept open for residents. If it is 1:00 PM, then all available spaces should be opened to non-residents and residents alike at 1:00 PM.

## ADDITIONAL AND IMPROVED PARKING LOTS

- Identify an additional parking lot that could serve both Good Harbor and Wingersheek Beaches. Possibly O'Maley or the old Drive -in lot, which is for sale. The drive-in lot could potentially provide 800 or more parking spaces. We would need to develop a shuttle system to move people from a remote lot to the beaches. CATA does this in Ipswich for Crane Beach and it is very successful.
- If a shuttle lot is created, work with the private beach associations to allow shuttle buses to enter from the private side of Wingersheek to cut down on the travel time.
- Restoration of Stage Fort Park and Cressy's Beach. If Cressy's Beach is restored it could be another destination beach - an alternative. A restored Cressy's Beach with the additional amenities that Stage Fort Park offers would be an attractive alternative. Stage Fort Park has approximately 300 permanent parking spaces with an additional 83 paved spaces at the Little League field. There is space to add at least 200 more spaces in unused areas of the property.
- Better coordinate with the owners of two private lots on Beachland Avenue / Rockport Road near Long Beach. These lots are in Gloucester and hold 250 cars together (225 & 25). The City receives no revenue from these lots but provides and maintains Good Harbor Beach. Sidewalks along Thatcher Road to Witham Street Ext. are a needed safety improvement.
- Coordinate with Super Markets (Eastern Avenue Shaws or Stop & Shop) to lease or give parking spaces to the City to charge for visitors. There may be some incentive in having more people park in their lots (i.e. potential customers)

## **INCREASE REVENUE AND IMPROVE BEACH NEIGHBORHOODS**

- Increase the Seasonal Non-resident beach parking pass to reflect the new costs of parking per day.
- Increase Beach Zone Ticket area.
- Add a meter maid or police officer for ticketing as the revenue from tickets would exceed the cost.
- Increase cost of parking tickets for cars parked illegally.
- No stopping area on Nautilus Road for 150 feet in both directions from Foot Bridge entrance except for handicap access.
- Improve Stop Sign and Do Not Enter Sign on Beach Road.
- Install a weighted cross walk sign in the middle of key roads including Nautilus Road at Beach Road.

## GOOD HARBOR BEACH IMPROVEMENTS

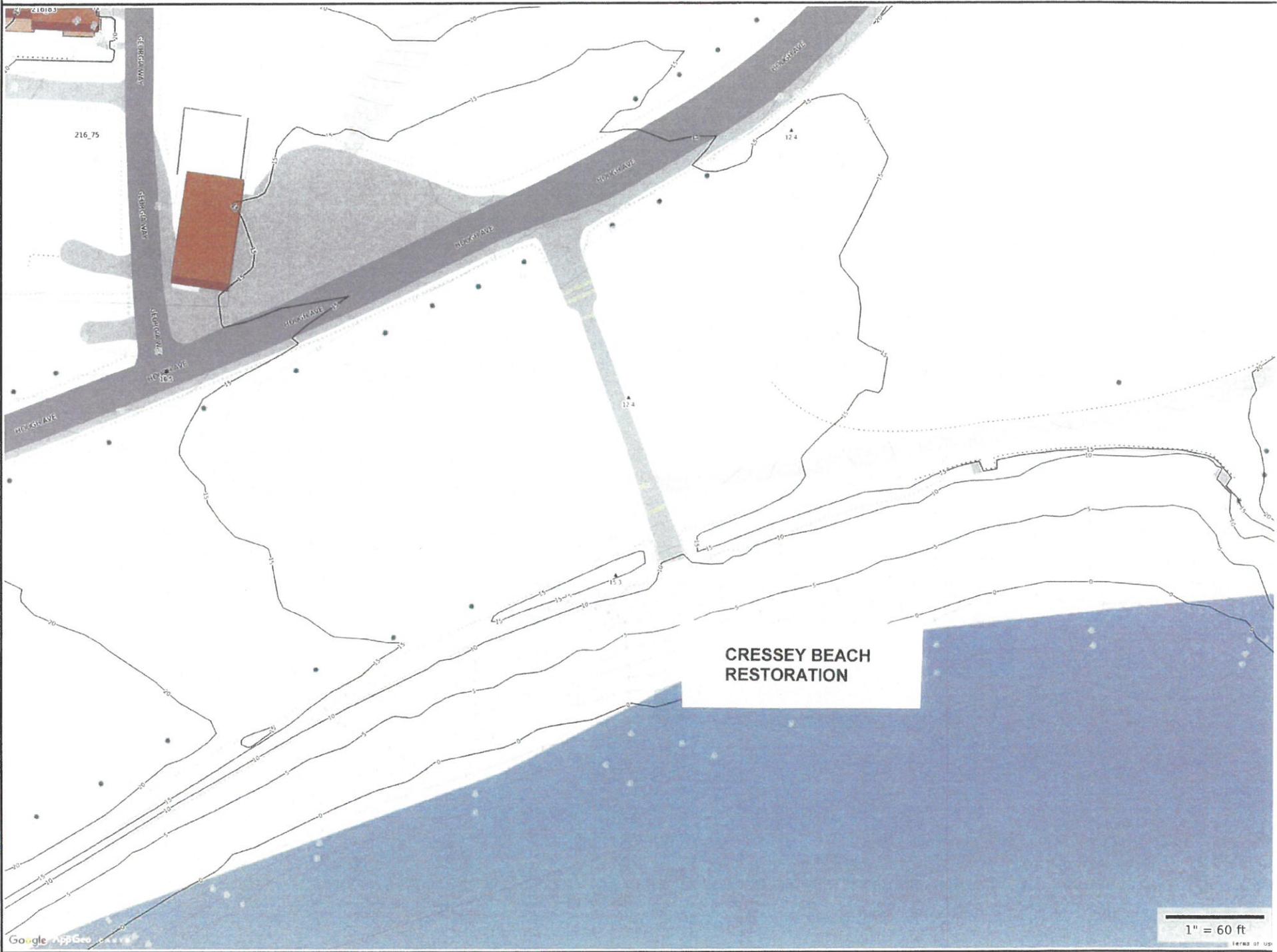
- Raise parking lot elevation to keep pace with ocean level rising. This will help to reclaim parking areas lost to heavy rain and high tides.
- Reacquire Beach Space consumed by Dunes (ocean side) which were restored after the Blizzard of '78.
- Restore Good Harbor Beach by replenishing sand on the beach (beach nourishment) which could increase its size and capacity.

## **SAFETY AND TRAFFIC IMPROVEMENTS**

Other areas that were not prioritized as parking or traffic issues but deserve consideration.

- Improve handicap access at the end of the footbridge access to Good Harbor Beach and at the access at Witham Street.
- Create a sidewalk along Thatcher Road from Bass Avenue to Rockport Road. A portion of the walkway would need to be cantilevered over waterway crossings.
- Remove some of the boulders under the footbridge to Good Harbor Beach.





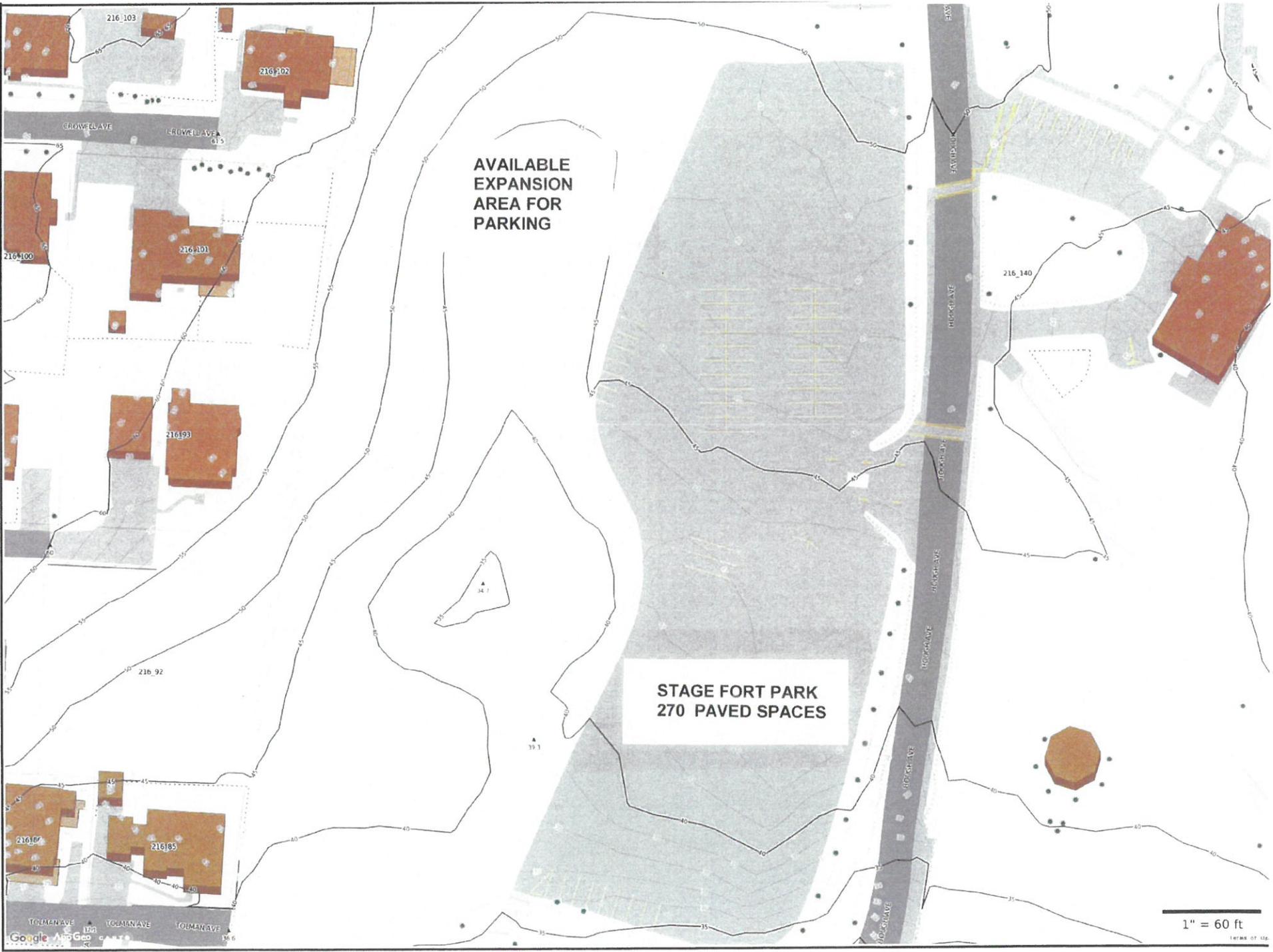
**CRESSEY BEACH  
RESTORATION**

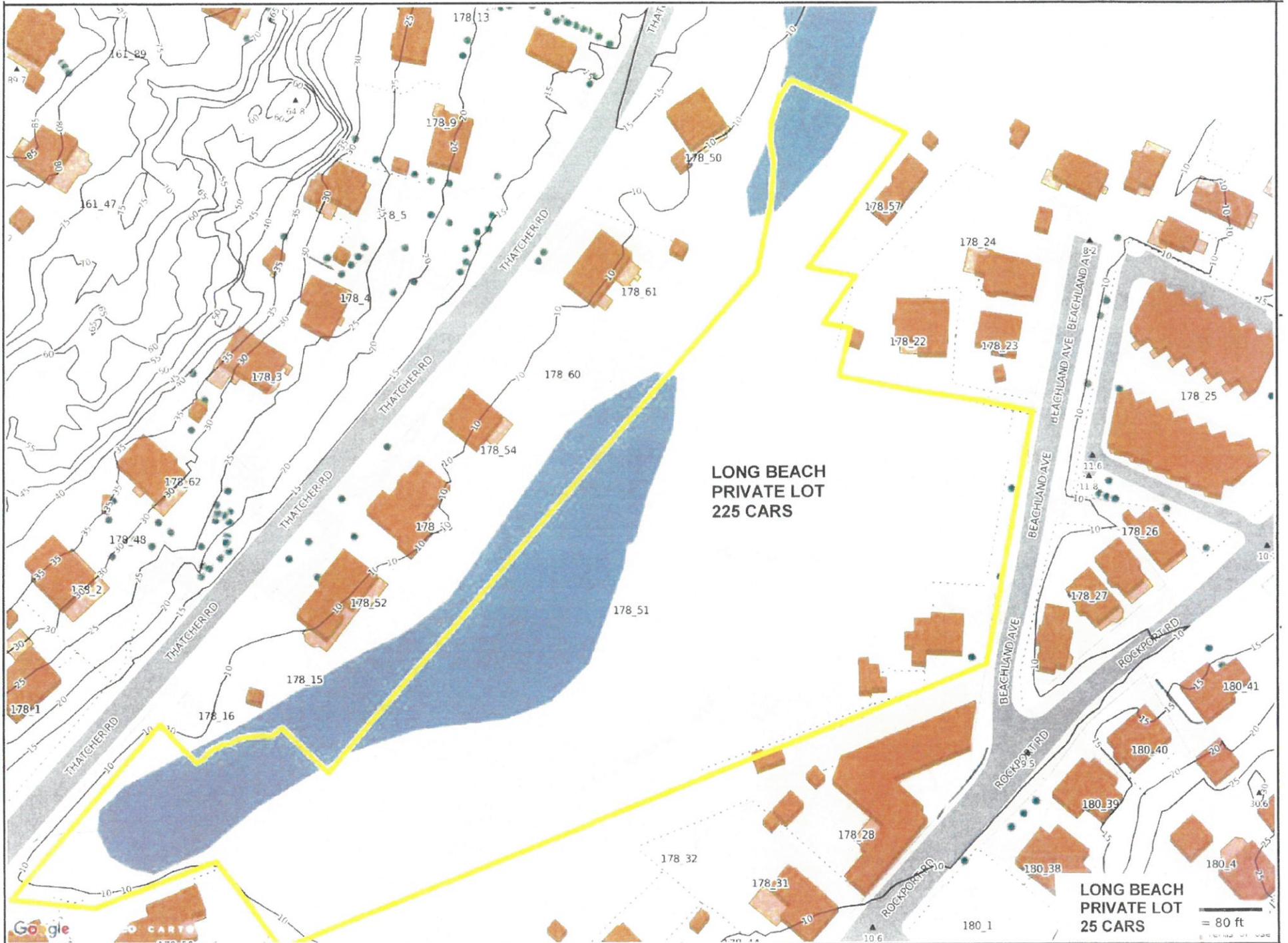
1" = 60 ft

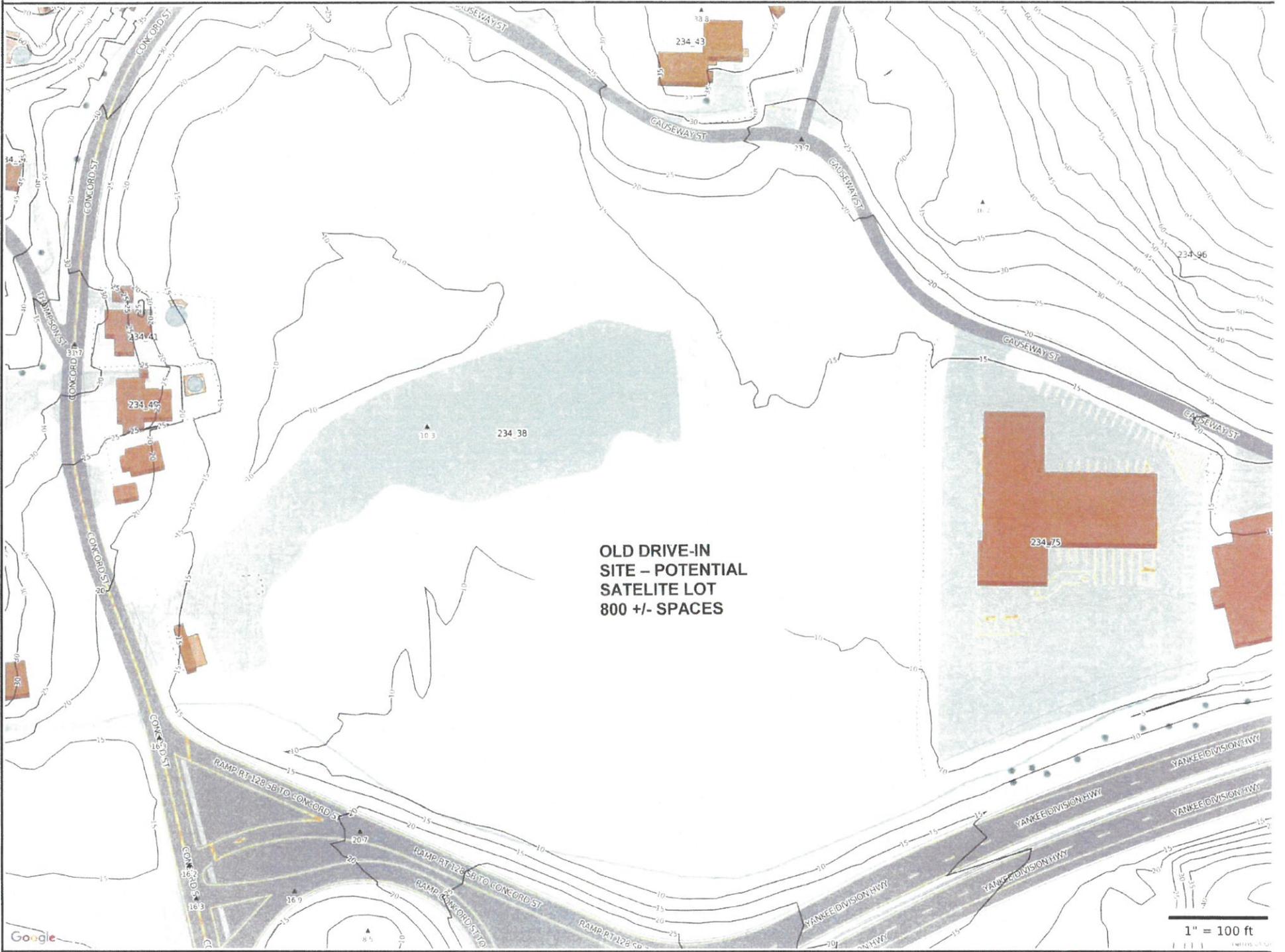
AVAILABLE  
EXPANSION  
AREA FOR  
PARKING

STAGE FORT PARK  
270 PAVED SPACES

1" = 60 ft







**OLD DRIVE-IN  
SITE - POTENTIAL  
SATELITE LOT  
800 +/- SPACES**

1" = 100 ft