

RRP Rubric for Proposed Project*

SME Request: Provide examples and models of similar shared municipal staff arrangements, especially related to economic development. Estimate the amount of funding needed for the position and funding sources. Advise on lessons learned and pitfalls to avoid from experience with previous similar efforts.

Project Title	Pilot Test an Economic Development Project Manager for the Town of Essex and Manchester-by-the-Sea
Origin	RRP Advisory Committee
Location/Census Tract	Manchester-by-the-Sea and Essex Downtown
Budget & Sources of Funding	Medium budget (\$50K - \$200K)
Timeframe	Short term - Planning and Hiring a Project Manager in 6 months. Pilot Test the Project Manager position for 2 years. (Case Study Timeframe)
Risks	Medium Risk. Requires coordination between the two Town governments, and business support. If the pilot project is not successful, it could harm relationships between the towns and businesses
Key Performance Indicators	<ul style="list-style-type: none"> • Progress in implementing local plans • Number and dollars of grants received • Improved communication between businesses and town • Improved collaboration between Essex and Manchester-by-the-Sea governments • Local economic growth, collaboration between Essex and MBTS businesses, and enhanced downtown appearance.
Partners & Resources	Town of Essex, Town of Manchester-by-the-Sea, business owners, Essex Merchants Group, Essex Economic Development Committee, Manchester Downtown Improvement Committee, Cape Ann Chamber of Commerce, community members, MAPC
Diagnostic/ COVID-19 Impacts	Both Essex and Manchester-by-the-Sea have relatively small municipal governments with limited staff for economic development. The Covid-19 pandemic has revealed that businesses have limited capacity to steward

	<p>the downtowns and that businesses need the support of Town government to advance collaborative efforts—for example administrative support to organize events, or grant-writing and project management for improvements in the public realm.</p> <p>Establishing a Town position dedicated to businesses and economic development would improve communication between businesses and the Town, provide capacity for downtown improvement projects, and signal to businesses that the Towns value them and take their concerns seriously. It would enable the Town’s to move forward with previously identified priorities which now languish due to a lack of funding and staff capacity. Finally, a shared project manager would enable the towns and their businesses to learn from and support each other.</p> <p>The Towns already undertake some shared government functions, including a shared school district.</p>
Action Item	<p>Pilot Test an Economic Development Project Manager for the Towns of Essex and Manchester-by-the-Sea. The initiative would include developing a job description, hiring a project manager, and working out the details of the project manager’s role and responsibilities. A two-year pilot test would provide time for the concept to be tested and evaluated.</p>
Process	<ul style="list-style-type: none"> ● Meet with the Advisory Committee to discuss the duties and responsibilities of the Project Manager and pursue Initial planning. ● Introduce the idea to businesses, town officials, and community members from Essex and MBTS and build support for the pilot project. ● Determine the duties and responsibilities, and oversight of the Project Manager ● Determine the budget and hiring timeline ● Allocate funds and/or obtain a grant for the position ● Advertise the position ● Select the candidate ● Conduct monthly/quarterly progress review with

	<p>the Project Manager</p> <ul style="list-style-type: none">• Document the Pilot Test so that other municipalities can learn from the Pilot Test• If the Pilot Test shows that the Project Manager is successful, identify a long-term funding source and make a long-term hire.
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