

Town of Barnstable, Massachusetts

Town Manager

Profile



EDWARD J. COLLINS JR. CENTER FOR PUBLIC MANAGEMENT
JOHN W. McCORMACK GRADUATE SCHOOL OF
GLOBAL AND POLICY STUDIES
UNIVERSITY OF MASSACHUSETTS BOSTON

Introduction

The Town of Barnstable has retained the services of the Edward J. Collins Jr. Center for Public Management at the University of Massachusetts Boston to assist in the Town's recruitment of a Town Manager. This Profile draws upon our discussions with Councilors and department heads. For more information about the Town of Barnstable please consult Barnstable's web site (www.townofbarnstable.us).

The Town of Barnstable

Barnstable is located on Cape Cod, approximately 75 road miles from Boston. The Town has extensive ocean frontage: on the south it faces on Nantucket Sound and to the north it faces Cape Cod Bay. The Town contains an extensive system of marine estuaries and fresh water ponds.

Barnstable is a town of seven villages, each with a distinct identity. As the largest town on Cape Cod it serves in many ways as the capital of Cape Cod. The Region's banks, hospital, airport and related facilities are located in the Town. Its land area is 60 square miles. Year-round population more than doubled in the 1970 to 2014 period to approximately 45,000. The Town is considered largely built-out with most future development expected to be redevelopment. Approximately 28% of the population is over 65 compared to the state average of 15%.

Barnstable is more complex than a scenic drive-through may suggest. It is a HUD CDBG entitlement municipality; its median income for a family is estimated at \$60,135, significantly lower than the statewide average of \$66,768. The Town has recently been designated a *Gateway City*. Data on the Town's demographic trends can be obtained from the Cape Cod Commission web site (www.capecodcommission.org).

Away from its seasonal attractions - beaches, amusements, golf and related facilities and the major shopping centers and commercial strips - Barnstable is perceived as a quiet residential community. During the peak summer period the population more than doubles, stressing roads, public facilities and public safety operations.

Organizational Design and Governance

The Town governance structure consists of a thirteen member Town Council elected for four year staggered terms and a Town Manager. All Councilors are elected by precinct and are term limited after twelve years. The structure, with minor exceptions, closely models the standard Council-Manager form. The Town's Charter, enacted in 1989, is available on the Town's web site.

The position of Town Manager is well established and respected. Only four people have held the position since the Charter was adopted. The position of Town Manager will be vacant as a result of a decision by the current Town Manager to depart in June 2016.

Town Services are delivered through seven cabinet level departments: Regulatory Services, Public Works, Administrative Services, Community Services, Growth Management and Police. The cabinet system works well and is broadly accepted. Fire and EMS services are not provided by the Town. These services are provided by the five independent fire districts that serve discrete sections of the Town.

Public education is provided by the Barnstable School Department that is governed by the elected School Committee. By agreement, the Town's Finance and Human Resource Departments provide comprehensive services to the School Department, an arrangement that has proven to promote excellent communication between town and schools, and to facilitate the development of a unified annual budget.

Public Finance

The Town has earned an AAA credit rating. Barnstable's total General Fund revenues are approximately \$146 million. Almost \$109 million of this amount is from property taxes, with 89% from residential property. A recent bond offering statement and the 2015 CAFR are posted on the Collins Center web site. In addition, detailed financial information may be obtained from the Massachusetts Department of Revenue web site. The Town consistently receives awards from the Government Finance Officers Association for financial reporting and budgeting.

Challenges for the Town Manager

- **Leadership.** The Town Manager must sustain and enhance the respect for the position that has emerged since adoption of the Charter. The Town Manager directs and manages the delivery of all municipal services. The status of the Town Manager position derives not only from the Charter, but also from his/her professionalism, demeanor, commitment and superior substantive knowledge.
- **Management.** While the Town Manager will have high familiarity with municipal operations he/she cannot be a micro-manager. The Town Manager must be comfortable engaging with front line workers where that is appropriate, while being fully supportive of cabinet-level and subordinate managers.
- **Professionalism, Staff Development and Morale.** The Town has well-regarded, highly

skilled and professional department heads and key staff. The general atmosphere in Town Hall is highly collaborative. The Town has benefited from having a blend of professionals who have served the community for many years. Fully utilizing the considerable talents of staff, establishing high performance standards and maintaining staff morale will be critical to the success of the new Town Manager. The Town Manager will need to work with cabinet-level and subordinate managers to establish performance measures for staff and operations as well as providing top-level support for key programs, initiatives and projects.

- **Communication.** Well-developed communication skills in Barnstable are essential. Open, accurate and timely communication by the Town Manager with the Council President and all Councilors, all Town government entities, the public, volunteers and employees needs to be integrated into the normal operational practices of the Town. The Town Manager must be able to engage the members of the Town Council in an on-going dialogue about the critical issues that face the Town, providing Councilors with information and options to help them advance their policy objectives.
- **Financial Management, Budget Planning and Preparation.** Like all Massachusetts municipalities, Barnstable is facing revenue constraints and growing cost pressures. The Town Manager must build and direct a strategic planning process that strikes an appropriate balance between long-term goals and short-term budget requirements. A significant amount of the Town Manager's time will be required to help forge town-wide strategies to bring these into balance. This task must be addressed in the context of multi-year plans that consider the conservative fiscal values of the community, the demographic trends affecting the Town and unmet capital requirements including the need to maintain and upgrade an extensive road system.
- **Sustaining a High Level of Public Services.** The forty-five thousand residents expect a high level of public service, which must be sustained largely through the local property tax base, which is approximately 89% residential.
- **Economic Development and Environmental Protection.** Significant economic development will require the redevelopment of land along the major arterial corridors, principally Routes 28 and 132, but a constraint is the absence of municipal wastewater treatment except in Hyannis. Intensive efforts have been conducted in recent years to identify freshwater and estuarine habitats at risk from pollution and nutrient loadings. Much of this effort has been

catalyzed by federal and state regulatory policy, and environmental advocacy entities. In common with all Cape Cod communities, the Town must constantly monitor and address threats to the viability of the single-source aquifer that provides drinking water. A new Town Manager will need to manage the processes that address both economic development and environmental protection and foster consideration of strategies in which they can be mutually reinforcing.

- **Addressing Social Issues.** The complex and related issues of homelessness and illegal drug use have a high profile especially in the village of Hyannis and abutting areas. These typically urban issues will need to be addressed by the Town even though the Town has limited direct control over the factors that drive these issues. The Town needs to use both its direct control mechanisms (police, regulatory powers, etc.) and perhaps more importantly its convening power to fashion a sustained comprehensive effort to address these social pathologies. The Town Manager is expected to play a leadership role in this endeavor.

The Ideal Candidate

The Barnstable Town Council seeks a Town Manager who is a seasoned manager in an environment of similar complexity who possesses strong leadership, communication and organizational skills.

Barnstable seeks a Town Manager with energy, skill, creativity and experience to serve the community as the Chief Executive Officer; direct and manage the delivery of municipal services; provide leadership and support to the Town Council in strategic and policy planning; and provide leadership to departments.

Barnstable seeks a Town Manager willing to commit to a tenure long enough to build a multi-year approach to strategic planning and ensuring the sustainability of the Town's service levels. The new Town Manager must support regional solutions when that is in the Town's interest. Barnstable needs a Town Manager who can help set the stage for community-wide approaches to addressing the Town's needs, approaches that produce sound outcomes and avoid polarization within the Town.

The following attributes have been determined important in Barnstable's next Town Manager.

Personal Attributes

The next Town Manager needs to be:

- Able to demonstrate leadership internally and externally.
- Able to demonstrate unquestioned integrity in interactions with officials and citizens.

- Able to communicate effectively in all aspects of the position and with all constituencies in the community. The successful candidate must be direct, facilitative, and clear.
- Able to direct a budget process that develops a sound comprehensive budget for consideration.
- Able to use the status inherent in the Town Manager's position to advance the Town's agenda. The Town Manager can have no agenda beyond being a professional.
- Able to delegate many of the routine administrative and communication tasks to subordinates, so that time is available for longer range project and strategic planning.
- Able to create and sustain a goal-oriented and performance based environment by establishing, maintaining and promoting effective policies and initiatives. The Town Manager will be a genuinely inclusive leader who is capable of exerting influence and direction in a manner that shares successes with elected officials, professionals and volunteers.
- Able and willing to work openly with community groups and employees. A direct, collegial, facilitative style that fosters joint problem-solving is needed.
- Capable of keeping elected officials comprehensively informed, while staying detached from the political process and ensuring that staff maintains a similar detachment.
- Comfortable managing in an environment where most employees are members of collective bargaining units.
- Comfortable working with and managing an organization in a political context often characterized by vigorous debate among well-informed citizens who are active in local decision-making. Key decisions made by the Town Council can be closely decided.
- In possession of a Bachelor's Degree and significant experience as a Town or City Manager/Administrator. A person who has served as an Assistant Town Manager/Administrator or similar position in a complex environment may be considered. The knowledge typically gained by obtaining a graduate degree in Public Administration, Public Policy, Business Administration, or law is preferred. Five years executive experience, managing a complex transparent organization similar in scale and complexity to the Town, preferably in a municipal setting is preferred. Experience working for an elected Board is preferred.
- Possess a track record of professional behavior consistent with the ethical tenets of the International City Management Association and an on-going commitment to those tenets.

Professional Attributes

The Town Manager must be:

- A seasoned leader of a comparable organization with extensive personal experience in finance, budgeting, capital and operational planning, expenditure management, labor relations, public facilitation, and staff development. Excellent public and interpersonal communication skills are essential.
- A professionally stable person with a record of tenure and consistent career growth. The Town seeks a committed management professional willing to stay for a significant period but who is also willing to take risks to improve the organization.
- Able to demonstrate a background in guiding the development of a shared strategic vision for the community. The ideal candidate must be a coalition builder, equally at home with private sector and community leaders. The ideal candidate must be able to exercise leadership within the organization and the community.
- Both strategic and tactical. He/she must be experienced in working effectively in a political environment providing impartial guidance to elected officials to identify and address the long-term strategic needs of the community and the short-term tactical steps necessary to deliver services.

Salary and Schedule

Applications should be received by February 27, 2016. The cash compensation of the current incumbent is \$175,000. The Town is willing to negotiate a competitive compensation and employment contract with the selected candidate.

How to Apply

Applications are preferred electronically. Please send your resume with a cover letter addressing the job requirements to this email address: recruitment.umb@gmail.com. Please combine all of your documents in a single pdf file, if possible. **Barnstable_TM** and the applicant's **Last Name** must be included in the subject line.

Should you have any questions regarding this opportunity, or a recommendation of a colleague, please contact: Dick Kobayashi, Senior Associate 617-489-8812, or Mary Flanders Aicardi, Associate 508-215-8992.

To learn more about the Edward J. Collins Jr. Center for Public Management at UMASS Boston, please visit: www.umb.edu/cpm