

# Town of Mashpee, 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 Mashpee 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 new Town Manager. This Profile draws upon our discussions with selectmen; members of the town manager screening committee and several department heads. It describes our understanding of the organization, the challenges that lie ahead for the successful candidate, and the professional and personal attributes an ideal candidate will possess. For more information about the Town of Mashpee please consult Mashpee's website (<http://www.mashpeema.gov>).

## The Town of Mashpee

Mashpee is located on Cape Cod, approximately 66 road miles from Boston. Principal highways are Route 28; Route 130, which connects Route 28 to the Mid-Cape Highway (U.S. Route 6); and Route 151, which connects Mashpee with Routes 28 and 25 to I-495 and I-195. The nearest commercial airports are in Provincetown (60 miles away), Boston (55 miles away), Providence (49 miles away) and in Hyannis (11 miles away).

Mashpee has over five miles of sandy beaches on Nantucket and Vineyard Sounds, extensive water frontage on Waquoit and Popponesset Bays, three of the largest freshwater ponds on Cape Cod, and three private and one public championship golf courses. Mashpee is a prime resort, seasonal home and retirement community offering both a relaxed pace of life and a complete range of services, amenities, and outdoor recreation activities. Mashpee Commons, which features residential units as well as restaurants and shops, serves local residents and is an attraction to Cape visitors and tourists.

The median household income was recently estimated at \$63,657, modestly lower than the statewide average of \$66,866. Data on the Town's demographic trends can be obtained from Cape Cod Commission web site ([www.capecodcommission.org](http://www.capecodcommission.org)). Mashpee's school system has recently expanded its preschool program to all four-year-olds in town, one of the first districts in the state to do so.

Mashpee's year round population is 13,617 which surges to an estimated 34,192 in the summer. During the peak summer period Town services including roads, public facilities and public safety operations, are sized appropriately to manage the influx of the seasonal population. 36.5% of the year-round population are 60+ years of age.



Mashpee's land area is 23.5 square miles. Open space preservation has been a prominent community value and Town holds over 1,000 acres as conservation land, with additional area held by other non-profit organizations. Citizen participation in governance is embraced and encourages as it adds to the flavor and the culture of the community.

## Organizational Design and Governance

The Town adopted a Home Rule Charter in 2004. The Town governance structure consists of a five member Board of Selectmen elected for three year staggered terms and an open town meeting. Planning Board, Library Board of Trustees, School Committee, Town Clerk and Moderator are elected positions. The Finance Committee is appointed by the Moderator. Mashpee's drinking water operations are handled by a separate municipal Water District with elected Water Commissioners.

The Open Town Meeting is the legislative body and exercises the functions of appropriating funds and enacting by-laws. Town Meeting is advised by the Board of Selectmen and Finance Committee who make findings and recommendations on the budget, appropriations and all other matters in the Town Meeting Warrant. The formal powers and duties of the Town Manager are set out in the Town's Home Rule charter adopted in 2004 and through by-laws enacted by the Town Meeting, available on the Town's web site.

The Town Manager has broad authority to supervise, direct and be responsible for the efficient administration of all functions and activities in the executive/administrative branch of the town government, including the responsibility for appointment of all town employees except those appointed by the fire chief and police chief, subject to confirmation by the Board of Selectmen. Both the Police and Fire Departments are staffed by professional full time officers. The Fire Department provides emergency medical services as well as suppression services.

The position of Town Manager has become well established and respected. As the Town's chief administrative officer, the Town Manager is responsible for managing the day-to-day operations to achieve the Town's goals. The Town Manager is responsible for the development of the operating budget. Exercising budgetary restraint is key as it has enabled the Town to improve its credit rating, plan Capital Improvement Projects as well as preventing the need for Proposition 2 1/2 overrides. The Town Manager serves as Chief Procurement Officer.

The position of Town Manager will be vacant as a result of retirement of the current Town Manager, who has served in that role for 13 years and has been with the Town for 34 years.

## Public Finance

Mashpee's bonds have received a AAA rating from Standard and Poor's credit rating agency. The Town has total General Fund revenues for FY2015 of approximately \$60 million. Almost \$42 million of this is generated by property taxes, and of that 92% comes from the residential class of property. The Town has a single tax rate of \$9.11 for FY2015. The Town currently has over \$6.3 million in its Free Cash account and

over \$4 million in its Stabilization Fund. Additional financial information may be obtained from the Massachusetts Department of Revenue web site.

## Challenges for the Town Manager

- **Leadership.** As Chief Administrative Officer for the Town, the Town Manager must sustain and enhance the respect for the position that has developed since the implementation of the current form of government. While the charter gives the position broad authority, the new Town Manager's success will depend upon a high degree of competence and commitment, as well as the professionalism, demeanor and ability to embrace the community in a genuine and personal way.
- **Community Engagement.** The expectation is that the Town Manager will be a visible presence in Mashpee outside the confines of Town Hall. The Town Manager must be comfortable engaging with local businesses, organizations and individual residents, as a way to foster a strong relationship with the Town government and inform his/her understanding of the community. Of particular note is the special relationship that exists with the federally-recognized Native American Mashpee Wampanoag Tribe. The Wampanoag continue to play a significant role in defining the character of the community through the Mashpee Indian Museum, the new headquarters building, the annual Pow Wow, the tribal shellfish grant and other ongoing activities of the Tribal Council. It will be important to foster and maintain a good relationship and communication with the tribal leadership.
- **Communication.** Well-developed communication skills in Mashpee are essential. Open, accurate and timely communication by the Town Manager with all Town government entities, with the public, the many volunteers and employees needs to be integrated into the normal operational practices of the Town. In addition, the Town Manager must be able to engage the members of the Board of Selectmen in an on-going dialogue about the critical issues that face the Town.
- **Financial Management, Budget Planning and Preparation.** Mashpee is justifiably proud of its strong financial situation. The Town Manager must protect the gains that have been made as well as build and direct a strategic planning process that strikes an appropriate balance between long term goals and short-term budget requirements. 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 future capital requirements for such projects as infrastructure improvements including road maintenance and municipal building upgrades.
- **Implementation of Wastewater Management Plan.** A long-term project to address the problem of excessive amounts of nitrogen, principally from septic systems, that are polluting estuaries and ponds, will reach a critical junction in May 2015, when a ballot question will determine if the Town will maintain control of the program or, as originally envisioned, transfer responsibility to the Mashpee Water District. Regardless of the outcome of the vote, the Town will remain involved in multi-disciplinary approaches to the problem are envisioned, including the



construction of wastewater infrastructure that will require significant capital financing, construction, operation and management. Some aspects of the plan point to regional collaboration, since affected water bodies are shared with the neighboring towns of Barnstable, Falmouth and Sandwich. The complexity and magnitude of this project suggest this will likely be an important agenda item for the new Town Manager regardless of the outcome of the vote.

- **Economic Development.** Without enhancement of its economic base, concern for the capacity of residents to absorb higher tax bills, and the potential for growth of well-paying employment opportunities for residents in mind, the Town is interested in pursuing both environmentally friendly industrial and commercial development. Seasonal tourist facilities, such as motels or hotels, may provide some value; an industrial/technology park could also be beneficial. Any development will need to be undertaken with a high degree of sensitivity to environmental issues and without compromising the Town's essential character.
- **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 and there is pride in giving excellent customer service. The Town has benefited from having a blend of professionals many of whom have served the community for a number of years. Fully utilizing the considerable talents of staff, respecting their institutional knowledge and helping develop their potential will be critical to the success of the new Town Manager.

## The Ideal Candidate

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

Mashpee seeks a Town Manager with the energy, skill, creativity and experience to serve the community as the Chief Administrative Officer; direct, manage and facilitate the delivery of municipal services; provide leadership and support to the Board of Selectmen in strategic and policy planning; provide leadership to departments and serve as the administrative face of the community.

Mashpee 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. Mashpee 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, while recognizing, respecting and involving citizens as individuals and committees.

The following attributes have been determined important in Mashpee'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 approachable, personable, direct, facilitative, and willing to listen to input from subordinates.
- Able to direct a budget process that develops a sound comprehensive budget for consideration.
- 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.
- Demonstrate a commitment to, and an appreciation of, the benefits of regionalism.
- 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. The Town Manager cannot be a micromanager and can have no agenda beyond being a professional.

### ***Professional Attributes***

The next Town Manager must be:

- An experienced leader of a comparable organization with extensive experience in municipal finance, budgeting, capital and operational planning, expenditure management, labor relations, public facilitation, and staff development. Excellent public and interpersonal communication skills are essential.
- A professional person with a record of tenure and consistent career growth. The Town seeks a committed management professional willing to stay for a significant period of time and who is also willing to take prudent risks to improve the organization.
- Comfortable managing in an environment where many employees are members of collective bargaining units.

- Possess strong knowledge and experience in the collective bargaining process.
- 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.
- Able to coordinate and manage a large-scale, multi-faceted and complex public projects.
- 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.
- Capable of keeping elected officials comprehensively informed, while staying detached from the political process and ensuring that staff maintains a similar detachment.
- Comfortable working with and managing an organization in a political environment often characterized by vigorous debate among well-informed citizens who are active in local decision-making processes.
- Familiar with highly participative local government environments with dynamics similar to Mashpee's.
- Possess a track record of professional behavior consistent with the ethical tenets of the International City Management Association.
- Applicants for this position must have a Bachelor of Arts degree in government, business administration or a related field and more than five years of progressively responsible experience in municipal government or a related field; a Master's degree in government, public or business administration or a related field is preferred; must have successful experience as a town or city manager/administrator or as an assistant or any equivalent combination of education, training and experience.

## **Salary**

Anticipated salary \$120k-\$150k, depending on qualifications. The Town is willing to negotiate a competitive compensation and an employment contract with the selected candidate.

## **How to Apply**

Applications are preferred electronically by April 23, 2015. Please send your resume with a cover letter addressing the job requirements to this email address: [recruitment.umb@gmail.com](mailto:recruitment.umb@gmail.com). Please combine all of your documents in a single pdf file. **Mashpee 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.collinscenter.umb.edu](http://www.collinscenter.umb.edu)*