

Bourne, MA

Town Administrator



Community & Position Profile



COMMUNITY PARADIGM ASSOCIATES, LLC

The Community of Bourne, Massachusetts

The Town of [Bourne](#) is a vibrant and historic Cape Cod community located at the gateway to the distinctive region in Massachusetts with approximately 20,500 year-round residents, increasing to about 40,000 during summer months. It has a tradition of responsive government service and is known for its miles of beautiful coastline, charming villages, and abundant open space. The Town seeks an experienced and proactive municipal management professional with exceptional leadership, communication, and organization skills to serve as Bourne's next Town Administrator.

HISTORY: Used by the Pilgrims during the 1620s as a center for trading activities, [Aptucxet Trading Post](#) was built in 1627, and the area was settled as a part of the Town of Sandwich by 1640. It was incorporated in 1884 as the Town of Bourne and is the last town to be incorporated in Barnstable County. The [Cape Cod Canal](#), operated by the Army Corps of Engineers, bisects the community, with both the Bourne and Sagamore Bridges as well as the Buzzards Bay Railroad Bridge, being the only means to cross the canal other than by boat or air. The Canal is world renowned for its superb sport fishing, scenic vistas, relaxing bike rides and walking routes, and for carrying vessels of all sizes.



Bourne is a suburban community with some, but not as much, of the summer tourist crush experienced by some of the other Cape Cod communities. Ten distinct villages make up the Town of Bourne, including Bourne Village, Bournedale, Buzzards Bay, Cataumet, Gray Gables, Monument Beach, Pocasset, Sagamore, Sagamore Beach, and a portion of Joint Base Cape Cod. Bourne is also home to the [Massachusetts Maritime Academy](#), a four-year State College. The Town is interested in attracting commercial and blue economy development, including mixed-use development, hotels, retail and offices, to ease the tax burden on residents and help fund future needs.

In June 2019, Bourne completed a [Local Comprehensive Plan](#). The Plan has been submitted to the Cape Cod Commission for review and certification and the LCP Committee plans to present the document to Town Meeting this fall. The Plan is designed to provide a clear vision of the kind of town Bourne residents want as a place to live, work, shop, and enjoy.

GEOGRAPHY: Bourne is 52.9 square miles in size, including 40.7 square miles of land and 12.2 square miles of water. One of 15 towns in Barnstable County, Bourne is bordered by Sandwich to the east, Falmouth to the south, Wareham to the west, and Plymouth and Cape Cod Bay to the north. Bourne is about 1 hour from both Boston and Providence, and has approximately 190 road miles.

The Town has 54 miles of coastline, including several peninsulas and islands along the shore, which create small coves and harbors. There are also several small ponds and rivers, all of which feed into Buzzards Bay, excluding Herring River which feeds directly into the Cape Cod Canal. There are many beaches along the shores and Bourne has a town forest as well as a small portion of the Shawme-Crowell State Forest.

SEASONAL ECONOMY: Although a little less seasonal in the summer than some other Cape Cod communities, there are a number of second homes and vacation homes in Bourne, and there can be as many as 40,000 people living in town during the season. Vacationers enjoy Bourne's beautiful beaches, walking and bike trails, cultural activities and restaurants.

The community consists primarily of residential properties with small business and retail districts mainly located along major thoroughfares. Bourne supports appropriate economic development, including mixed-use development, that does not detract from its character. A few of the larger employers in Bourne include Joint Base Cape Cod, Market Basket Supermarket, Massachusetts Maritime Academy, Convention Data Services, Onset Computer, the Barnstable County Correctional Facility, and Hydroid.

ASSESSED VALUES: Bourne's total assessed value in FY2019 was approximately \$4.76 billion, according to the Massachusetts Department of Revenue's Division of Local Services. Residential properties account for approximately 88% of the Town's total assessed value, while commercial properties account for about 8%, industrial for about 0.86%, and personal property for approximately 3%. The average FY19 residential property assessment was \$449,330. While the Town's year-round population is primarily middle-income, there are 9.7% of residents living in households with incomes below the poverty level.

CENSUS DATA: According to the U.S. Census estimates for 2018, the Town of Bourne's racial composition is 91.2% white, 3.7% Hispanic or Latino, 3.7% two or more races, 2.6% Black or African American, and 1.3% Asian. The median household annual income is approximately \$73,000, which is slightly higher than the state median household annual income of \$70,954. The Town is demographically similar to the state in one resident age cohort while varying in another. For example, the under-18 years cohort is Bourne at 18.9% in the 2018 U.S. Census estimates versus 20.0% for the state and in the under-5 years cohort, Bourne has 3.4% of its population, which is slightly lower than the state's 5.3%. The most significant difference is found in the 65 years and over cohort estimate, which in Bourne is 21.5%, while the Commonwealth's is 16.5%. The median age of Bourne's residents is estimated to be 48 years while the median age for the state is 39.1 years.

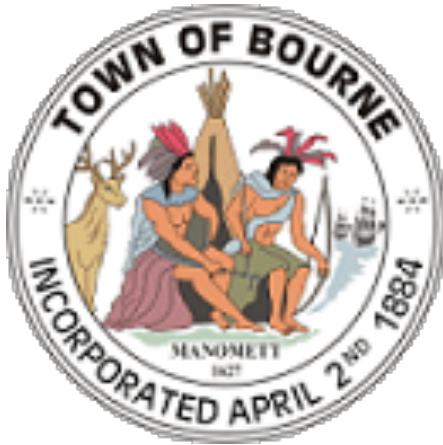
COMMUNITY SERVICES: Beth Israel Deaconess Hospital, an acute care 164-bed complex in Plymouth, Falmouth Hospital in Falmouth, Tobey Hospital in Wareham, and Cape Cod Hospital in Hyannis are convenient to Bourne. Bourne is approximately 60 miles from both Logan Airport in Boston and T. F. Green airport in Providence, Rhode Island. The [Cape Cod Regional Transit Authority](#) serves Bourne with public transportation. There are a number of banks, medical offices, places of worship, supermarkets, and small grocery stores in town. Bourne is a member of the MBTA and summer seasonal train service is provided to Bourne from Boston. There is a plan to provide year-round commuter service to Boston in the future.



Government and Finance

BOARD OF SELECTMEN: Bourne's executive branch of government is a five-member [Board of Selectmen](#) that serves as the governing body of the Town. Board of Selectmen members are elected to staggered three-year terms to oversee all matters impacting the interest and welfare of the community, and are responsible for ensuring that Town government is responsive to and reflective of community needs and values. The Board's [goals](#), including action steps and timeline, for 2018-2019 are listed on the Town's website. Additional goals for 2019-2020 include: improving Town infrastructure, developing a unified Board social media presence, implementing environmental benefits and improvements, and hiring a Town Administrator.

COMMITTEES: An elected seven-member [School Committee](#) oversees the policies and budget of the Town's public school system. Other elected positions in Town include: Planning Board, Board of Health, Recreation Authority, Housing Authority, Town Clerk, Constable, Moderator, Trustees of Jonathan Bourne Library, Trustees of Veterans' Memorial Community Building, Board of Sewer Commissioners (the Board of Selectmen serve as Sewer Commissioners), and representatives to the Upper Cape Cod Regional Vocational Technical School Committee. In addition, the Town appoints citizens to numerous boards and commissions to conduct municipal operations, including the Finance Committee. A listing of the various committees and the respective appointing authorities is contained within Bourne's [Annual Report](#).



TOWN MEETING: In accordance with its [Town Charter](#), Bourne has an Open Town Meeting form of government. [Town Bylaws](#) state that Annual Town Meeting shall be held on the first Monday of May each year, which can only be opened with a quorum of at least 125 registered voters. Special Town Meetings may be convened as deemed necessary by the Board of Selectmen or petition of voters. There are approximately 14,000 registered voters in Bourne.

TOWN ADMINISTRATOR: The Board of Selectmen appoints the [Town Administrator](#) to implement the broad policy directives of the Board, for the attainment of yearly goals, and to conduct the daily administration of the affairs of the Town.

Among the Town Administrator's specific responsibilities are: implement and carry out all policies and goals established by the Board of Selectmen; appoint and, in appropriate circumstances, remove all department heads and employees; prepare an annual operating budget and capital improvement program and budget; attend all regular and special meetings of the Board of Selectmen; keep the Board of Selectmen fully informed as to the needs of the Town and make recommendations to the Board; handle personnel and benefits administration; financial management; collective bargaining; procurement; inventory of all Town property; supervision of officers appointed by the Town Administrator and their respective departments; attend all sessions of Town Meeting. Appointments made by the Town Administrator include: Assistant Town Administrator, Board of Assessors, Finance Director, and all department heads and officers, subordinates and employees under the direct supervision of the Town Administrator, except employees of the School Department and Library. Currently, there is no Human Resources director/coordinator, but the potential need for such a position has been discussed as well as that of a facilities management director/coordinator.



FINANCIAL SNAPSHOT: The Town has a \$68.5 million operating budget for FY20, which represents a 4.56% increase over the prior fiscal year's budget. Included in the annual operating budget is \$23.36 million for the School Department and \$2.8 million for the Upper Cape Cod Regional Technical School.

According to the Division of Local Services, Bourne had a stabilization balance of \$5,588,053 for FY18 and a free cash balance of \$8,691,073 for FY19. [Audit Reports](#) through FY17 are available for review on the Town's website. The FY19 tax rate for all properties is \$10.51 per thousand of the property's assessed value.

Bourne holds a Standard & Poor's rating of [AA+](#), with a stable outlook, as stated in a February 2014 rating action. The Standard & Poor's rating was based upon the stable local economy, strong budgetary flexibility, stable revenue profile, and good financial policies and practices. Local property taxes generate about 56.50% of revenue, demonstrating a reduction of dependence on central government revenue.

COUNTY GOVERNMENT: Bourne is one of 15 Cape Cod towns in [Barnstable County](#). The County provides numerous services and programs to its constituents under a Home Rule Charter enacted by the Massachusetts Legislature in 1988. The County is governed by an executive branch, the County Commissioners, and a legislative branch, the Assembly of Delegates. Bourne elects a delegate to the Assembly. County services include aquaculture guidance, coordinating grant applications among multiple towns, health services like immunizations and water testing, a Fire Rescue Training Academy, solid waste and recycling services, and coastal erosion consultation. The [Cape Cod Commission](#) is the County's land use and planning agency. County services are funded primarily through a deeds excise tax and annual assessments on towns.

WATER: Three independent water districts – the [Bourne Water District](#), the [Buzzards Bay Water District](#), and the [North Sagamore Water District](#) – serve residents and businesses of the Town.



Challenges and Opportunities

- **ECONOMIC DEVELOPMENT**

Bourne is interested in attracting new commercial enterprises to the community to contribute to a resilient and sustainable economy that will help to fund services and reduce the dependence on homeowners. Bourne's economic development plans include incorporating mixed-use development with workforce housing, retail, professional and medical offices interspersed throughout the community. A Hampton Inn is scheduled to open in the Buzzards Bay neighborhood in late October 2019. The Town does not currently have an Economic Development director/coordinator but there are discussions regarding the possibility of creating such a position.

An [Action Plan for Bourne's Downtown](#) was completed in November 2008 and details some of the steps that were deemed necessary to be investment ready. A [Wastewater Management Plan for the Downtown](#) was completed in June 2012 and an \$8 million wastewater treatment plant is expected to start construction in 2020 to help allow for future development in the downtown. There are ongoing discussions with several communities and Massachusetts Maritime Academy regarding the possibility of a regional wastewater treatment plant. Candidates with an understanding of sewer operations would be welcome. The Board is also considering approaching the Commonwealth regarding transferring some state-owned land to the Town and would like the next Town Administrator to facilitate such discussions. Bourne recently adopted a general bylaw banning all non-medical marijuana facilities. Approximately 88% of the tax base is residential.

- **EDUCATION**

Bourne highly values education. [Bourne Public Schools](#) has four schools – one elementary, one intermediate, one middle, and one high school. The new Bourne Intermediate School is expected to open in late August of this year. Bourne high-school-aged students may opt to attend [Upper Cape Cod Regional Technical High School](#). Student population has been on a downward trajectory. Approximately 96.3% of Bourne's residents age 25 years and older have a high school diploma and about 36% of the population age 25 and older hold a bachelor's degree or higher advanced degree.

- **CAPITAL NEEDS**

Bourne is currently building a state-of-the-art \$17 million police station on Armory Road, which is expected to open in December 2019. An \$8 million wastewater treatment plant, that is expected to begin construction in 2020, will be built in the same area. A \$38 million new Intermediate School will be open this Fall for the start of the school year. Discussions are ongoing regarding the need to build another fire station on the southside of Bourne. The Jonathan Bourne Public Library is scheduled for some upgrades this fall, including a major carpeting project. The library is aging and there will be a need, at some point in the future, to renovate or build a new library. Town Hall is also in need of future investment. In May, MassDOT released a study stating that the Bourne and Sagamore Bridges (under the control of the US Army Corp of Engineers), both 80+ years old, need to be replaced, but there are no firm plans as yet.

- **HOUSING**

There are approximately 11,510 housing units in Bourne, with about 22.8% of those being seasonal housing units and 8.2% affordable housing units. The median price of all single-family homes sold in 2018 was \$421,869, however, sales of a few waterfront estates skewed this figure. Bourne's [Housing Production Plan](#) was approved by the Massachusetts Department of Housing & Community Development in 2014. Among its housing goals, the Town is working to reach the state's 10% affordable housing goal, increase housing opportunities, promote equal opportunity and fair access to housing, and integrate environmental protection and housing production strategies. There has been an increase in teardowns and rebuilds in recent years.



- **OPEN SPACE AND RECREATION**

Bourne's [Open Space & Recreation Plan](#) was completed in February 2018. The Plan includes an inventory of open space and recreation lands, an analysis of Bourne's open space and recreation needs as well as goals and objectives and a seven-year action plan.

Bourne has an abundance of open space. There are 14,269 acres of protected land (54.4% of Bourne's total land area), 11,096 acres of federal- and state-owned land, and 2,152 acres of town-owned land. With 54 miles of shoreline, Bourne is home to many beautiful beaches, including Monument Beach, Gray Gables Beach, Hen Cove, Sagamore Beach, Barlows Landing Beach, Electric Avenue Beach, and Picture Lake. There are a number of boat ramps from which residents and visitors can launch their vessels as well as plenty of opportunities for paddle sports, fishing, shell-fishing, hiking, biking, birdwatching, and whale and seal watching. Neighborhood parks are scattered throughout Bourne. Additionally, the Town's [Recreation Department](#) also offers a variety of activities for youths and adults, including swimming, tennis, volleyball, Taekwondo, and pickleball.

[Bourne Scenic Park](#), run by the independent Bourne Recreation Authority, is located near the Bourne Bridge along Cape Cod Canal and is a beautiful location for residents and visitors to picnic, camp, hike, fish, and bike. Bourne is also home to the [National Marine Life Center](#), an independent, non-profit rehabilitation and release hospital for the treatment of stranded sea turtles and seals. It has a Discovery Center and offers various workshops and drop-in education programs throughout the summer months.



- **PUBLIC SAFETY**

The Bourne [Police Department](#) has 55 full-time personnel, including 46 officers, three civilian dispatchers, and three civilian administrators, one custodian, and one police K9. The Police Department currently has six vacant positions. Its annual budget is about \$4.43 million. A [new \\$17 million police station](#) is currently under construction and should be open by December 2019. The Bourne [Fire Department](#) has 38 full-time firefighters, who are all also EMTs, and four stations, one of which is used on an on-call basis. It has an annual budget of approximately \$4.6 million. The department runs the Town's ambulance service and 30 firefighters are also paramedics. Fire and Emergency Medical Service Dispatch is managed by the Barnstable County Sheriff's Department. Police, Fire and other departments form Bourne's emergency management structure.

- **CITIZEN ENGAGEMENT**

Bourne embraces civic engagement and appreciates the levels of participation and discourse residents provide. The Board of Selectmen would like to encourage increased participation in civic affairs and to that end recently received approval from the Town to appropriate \$50,000 as seed money for a newly created Community Engagements Committee. The committee would help facilitate events in Bourne, such as parades and festivals, that would bring people into Town, unify the various villages, and serve as an economic development engine.

Citizens serve on numerous elected and appointed boards and committees as well as in other volunteer capacities. Maintaining a strong and collaborative relationship among residents, employees, and volunteers is vital to the success of the community. Ideas and recommendations regarding improved methods of communicating with and engaging citizens, including new technologies and social media, is welcomed. The next Town Administrator must be a skilled communicator with a strong belief in transparency.

Candidate Qualifications

COMPETENCIES: The Bourne Board of Selectmen is seeking a proactive Town Administrator with excellent leadership abilities, municipal management experience, and strong communication skills. The successful candidate:

- should demonstrate prior success in leading a complex municipal organization.
- should be competent in all areas of municipal management and operations, but especially in finance and budgeting, personnel administration, economic and community development, and communications.
- must be proactive and able to assess and improve a municipal organization.
- must be analytical, data-driven, and focus on results.
- should be experienced in implementing systems and protocols.
- must keep the Board updated on Town business via written reports.
- must help develop a vision for Bourne and be able to motivate others to work toward that vision.
- should be knowledgeable about municipal management best practices.
- should be inclusive, collaborative, ethical, and committed to transparency in government.
- must treat all staff, residents, and board and committee members fairly and equally.
- should be an innovative and decisive leader who can work well with various Town stakeholders.
- is expected to work cooperatively and collaboratively with staff, citizens, the business community, area municipalities, and state and federal officials.
- should be highly approachable, a skilled and effective communicator, and have an open-door management style.
- must be able to delegate effectively, mentor department heads, and provide support and motivation to ensure continued high performance and professional growth for Bourne employees.
- must be a strategic and dynamic leader who employs a teamwork approach.
- should be enthusiastic and strive to build morale.
- must be skilled in developing relationships and team building.
- must be dedicated, organized and patient, have a strong work ethic, and inspire trust and confidence.
- must have the ability to effectively explain complex issues to individuals, committees, and citizens.
- should have strong management skills and be a strategic thinker, particularly in regard to budgeting, economic and community development, and project management.
- must be able to develop and sustain credible relations with residents, staff, and board/committee members, including school officials.
- must be a creative problem-solver and active listener who is accessible, open to new ideas, and a consensus-builder.
- must lead by example, have effective conflict resolution skills, and be motivated and respectful.
- should be a community unifier who manages projects in a participatory manner.
- should enjoy engaging with community members, including working with volunteers and helping to develop and attend Town events and activities.

EDUCATION AND EXPERIENCE:

- The successful candidate will possess a bachelor's degree, and preferably a master's degree, in public administration, business management, or a related field.
- A minimum of seven years of experience in an upper level executive municipal position or any equivalent combination of education and experience is required.



Compensation Package

The Town of Bourne will offer an employment agreement and compensation package that is competitive with comparable area communities, with a salary of \$160,000+/-, commensurate with qualifications. An attractive benefits package, including health and retirement plans, is part of the Town Administrator's total compensation. Residency within Bourne is required within one year after the date of appointment, unless the Board of Selectmen votes an exemption.



Town of
BOURNE *Massachusetts*

How To Apply

Interested applicants should submit a cover letter and résumé, in confidence, by August 28, 2019, 5:00 p.m., via email to:

Apply@communityparadigm.com

Subject: Bourne Town Administrator Search

Please submit a single PDF containing both cover letter and résumé.

Following the closing date, résumés will be reviewed according to the outlined qualifications. The Bourne Town Administrator Search Committee will interview the most qualified candidates in confidence. Based upon these interviews, finalists will be chosen for further evaluation and reference checks, and will then be forwarded to the Board of Selectmen. Finalists will be contacted for references and approval of background reviews before their selection is advanced to the Board of Selectmen. The Bourne Board of Selectmen will select the Town Administrator.

Questions regarding the position should be directed to:

Bernard Lynch, Principal
Community Paradigm Associates
Blynch@communityparadigm.com
978-621-6733

The Town of Bourne, Mass., is an Equal Opportunity Employer.



COMMUNITY PARADIGM ASSOCIATES, LLC