

Pembroke, MA Town Manager



Community & Position Profile



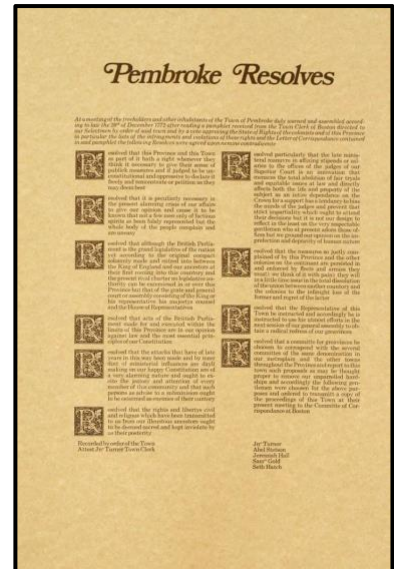
COMMUNITY PARADIGM ASSOCIATES, LLC

The Community

The Town of [Pembroke](#), located in Plymouth County, is a historic and vibrant community with a population of approximately 19,000 residents. It enjoys a strong tradition of open government with a high level of service and respect for its proud history. Pembroke is seeking a strategic and seasoned professional with strong financial management skills and interest in a stable tenure to serve as its next Town Manager.

History: The first European settlers came to Pembroke, in the area of Herring Brook, in 1650. The Town incorporated as Pembroke on March 21, 1712. While many credit the Suffolk Resolves, penned in Milton, with being the start of the colonies break from England, the Pembroke Resolves, which were written in 1772, pre-date them by almost two years.

Pembroke has traditionally been an agricultural and industrial community, but since World War II became primarily a residential community providing housing for people working in the greater Boston area. The Town is known for its water resources, which include the North River and the Indian Head River as well as Silver Lake and Oldham, Furnace, Great Sandy Bottom, Little Sandy Bottom, and Stetson Ponds. Pembroke's ponds, streams and marshes are the home of herring that are still celebrated annually by residents and visitors. Ship building was important to the Town's development between the 18th and 19th centuries, with numerous shipyards once located along the North River. Grist, flour, and sawmills were also built along the Town's rivers, streams and ponds. As the cranberry became increasingly popular in the early 20th century, a number of cranberry bogs were constructed in Pembroke. The beautiful ponds also attracted summer vacationers seeking relief from city heat which led to the development of cottages along their shores.



Geography: The Town contains 23.5 square miles of area, of which 21.8 square miles is land and 1.6 square miles is water. Pembroke is bordered by Norwell to the north, Marshfield to the northeast, Duxbury to the east, Kingston to the southeast, Plympton to the south, Halifax to the southwest, Hanson to the west, and Hanover to the northwest. Pembroke is approximately 12 miles east of Brockton, 16 miles northwest of Plymouth, and about 26 miles southeast of Boston. Pembroke straddles two watersheds. Most of the Town is in the South Coastal watershed which drains to the Massachusetts Bay, while the southwest corner of the town is located in the Taunton River watershed, which eventually drains into Narragansett Bay in Rhode Island. There are 114.2 road miles in Pembroke. There is no rail service in Town. The Kingston-Route 3 line of the MBTA's Commuter Rail passes just to the southeast of Town, with the nearest stops located in Hanson and Halifax. The predominant land covers in Town are forests (40.9%), wetlands and water (21.3%), and residential (21.3%).

Business: Pembroke has businesses of various sizes in Town, including Pembroke Hospital, Protectowire Co., Eye Health Services Inc., Revenue Solutions Inc., and Lowe's Home Improvement, but commercial space is limited. As with most primarily residential communities, the majority of residents in the workforce commute out of Town for employment.

Census: According to the 2010 U.S. Census, the Town of Pembroke's racial makeup is approximately 95.0% white, 2.6% two or more races, 1.8% Hispanic or Latino, 1.5% Asian, and 0.5% Black or African American. The median age in Pembroke is 42.5 years, which is slightly older than the state's 39.4 years. In the 65 years and older cohort, Pembroke has 13.9% of its population which is a bit less than the state's 16.5%, according to the 2010 U.S. Census. The under-18 years cohort in Pembroke is greater than the state, with Pembroke having 22.9% of the population in that age group compared to the state's 19.8%. The state, however, has more persons under 5 years of age at 5.2% compared to Pembroke's 3.8%.

The median annual household income in Pembroke is \$101,447, significantly higher than the state median of \$74,167. The industries that employ the most residents of Pembroke are the educational services, healthcare and social assistance industries, and the retail trade industry. Pembroke is considered a middle-income community, however, approximately 4.2% of the population live in poverty, according to 2017 U.S. Census Bureau estimates.

The Government

Board of Selectmen: Pembroke's government is comprised of a five-member [Board of Selectmen](#) that serves as the Chief policy-making board of the Town. Selectmen are elected to staggered three-year terms and are vested with all the municipal authority not specifically retained by the Town's legislative body, Town Meeting, or other elected boards. The Board of Selectmen appoints the Town Manager, Town Counsel, and approves the selection of the Town audit firm. Pembroke's [Town Manager Special Act](#) was signed into law on December 28, 2018 on the anniversary of the signing of the Pembroke Resolves. The Town is currently seeking an experienced and strategic management professional to serve as its next Town Manager.

Town Manager: The Town Manager serves as the Chief Administrative and Financial Officer of the Town. The Town Manager is responsible for the management of staff and administration of all Town affairs not specifically reserved to



another elected body, as well as for the efficient research, administration, coordination, and resolution of all matters that come under the jurisdiction of the Board of Selectmen and acts as the Board of Selectmen's liaison to all facets of the Town's government and to the general public. The Town Manager functions independently, referring specific issues to the Board of Selectmen as necessary when clarification or interpretation of Town policy or procedures is required. Prior to the approval of the Town

Manager Special Act in 2018, Pembroke had enacted the Town Administrator Bylaw in 1998.

The powers and duties of the [Town Manager](#) include: the appointment and removal of all nonelected department heads and the approval of the appointment and removal of all other employees, except school and fire departments employees and the library director; day-to-day supervision of all Town departments and directing the operations of the Town, excluding the school and fire departments; reorganizing, consolidating, or establishing any department or position under the Town Manager's direction or supervision; establishing control and data systems to monitor expenditures by Town boards and departments; developing and administering a personnel system; managing all Town buildings, properties, and facilities except those under the control of the School Committee and Conservation Commission; approving all warrants and vouchers; approving all grants; prosecuting, defending, and settling all litigation to which the Town is a party; financial management; development and administration of the annual operating budget; collective bargaining; procurement; communications with staff and citizens, and attendance at all meetings of the Board of Selectmen and Town Meetings.

Town Meeting: Pembroke has an Open Town Meeting form of government that serves as the legislative body of the Town. According to the Town's [By-Laws](#), Annual Town Meeting is held on the second Tuesday in May. A quorum of 150 registered voters is the minimum required to call the meeting to order and thereafter a quorum of 100 is required for further transaction of business. The Annual Town Election is held on the Saturday following the second Tuesday in May each year.



Committees: An elected five-member [School Committee](#) oversees the long-range policies of the Pembroke Public Schools, which educates students from PreK-12. Other elected positions include: Board of Health, Board of Assessors, Town Moderator, Planning Board, Town Clerk, Board of Library Trustees, Planning Board, Board of DPW Commissioners, Housing Authority, and Constable. The Town also utilizes a number of volunteer boards and commissions, with various modes of appointment, to conduct municipal operations. Pembroke’s [2018 Annual Town Report](#) can be accessed via its website.



Finances

Pembroke’s FY20 budget is approximately \$68 million, with about \$34.2 million dedicated to public education. The Town’s general stabilization fund had an FY18 balance of approximately \$1.4 million and its free cash balance is currently about \$1.1 million. A [5-Year Summary of Projected Revenues and Expenditures](#) can be reviewed on Pembroke’s website as can a [budget overview](#). Pembroke’s OPEB and pension liability totals approximately \$75 million. According to the Department of Revenue’s Division of Local Services, property taxes represent nearly 59% of the Town’s revenue, while approximately 22.2% is from state aid, 14.4% is from local receipts, and roughly 4.4% from other available funds.

Pembroke has a bond rating of AA with a stable outlook, according to a December 2017 ratings action by Standard & Poor’s. The rating agency cited Pembroke’s “strong budgetary performance and flexibility.”

The Town is seeking a Town Manager with strong financial management and budgeting abilities, who will actively search out new and creative sources of revenue and grants and/or the sharing of resources to deliver expected services without overburdening taxpayers. The Town Manager should understand and adopt best financial practices.

Pembroke is primarily a residential community with a small commercial sector. Approximately 87% of the Town’s assessed value is attributable to residential uses, while about 8.4% is associated with commercial, about 3.2% with industrial, and 1.4% with personal property. The FY19 tax rate was set at a single rate of \$14.60 per \$1,000 valuation. In FY19, the Town’s total valuation is about \$2.83 billion.



The Board of Selectmen is seeking a Town Manager that will bring increased transparency to the Town’s budget process and is familiar with developing and implementing long-term financial and capital plans. With a number of municipal infrastructure projects on the horizon, the next Town Manager needs the skill set to complete building projects while maintaining a reasonable tax rate as well as the ability to implement a facilities maintenance master plan and necessary staff to maintain the new assets.



Challenges and Opportunities

- **Strategic Planning.** The Town is interested in having its next Town Manager help lead the way in creating long-term strategic planning, including for maintenance, renovations, and replacements of municipal facilities; capital expenditures; assist the Planning Board in crafting an updated master plan; and economic and community development as well as for the implementation of such long-term plans. The next Town Manager is expected to organize internal systems, eliminate any redundancies, and plan for future growth.
- **Capital Needs.** Pembroke, like most communities, has some infrastructure needs that should be addressed. The Town has been interested in building a new Community Center which could cost as much as \$15 million to \$20 million. A feasibility study has been completed but bid specifications have not been drawn up. A feasibility study was also completed for a new DPW facility, which would likely cost in the \$12 million to \$15 million range. A new police station and new fire station, or a joint public safety facility, will also become a priority project; however, the primary focus right now is the Community Center. Additional future capital improvement projects are likely to include roadwork, a new pump station which could cost \$3 million to \$5 million, and HVAC and boiler/generator replacements for school buildings. The need to provide oversight of infrastructure projects will be a priority for the next Town Manager.
- **Communications.** Strong communication skills, both verbal and written, are necessary in order for the Town Manager to effectively engage and manage relationships with various internal and external constituencies. He or she should embrace both modern and traditional communication tools to inform and educate staff, local officials, and citizens. He or she must be open and transparent with elected and appointed officials, employees, and residents. The Town Manager should improve the Town's technology as well as access to digitized public records.
- **Economic Development.** The majority of Pembroke's tax base is residential. Accordingly, additional revenues needed to fund expenditures can make the Town less affordable for residents unless creative revenue opportunities are explored. Pembroke is interested in attracting thoughtful commercial development to help alleviate the residential tax burden if such development will fit with the Town's character.
- **Housing.** Homes in Pembroke have an average assessed value of \$363,439, according to the Mass. Department of Revenue's Division of Local Services. As of FY19, there were 3,806 single-family parcels in Town and the average single-family tax bill was \$6,320. Approximately 84% of all housing units in Pembroke are single-family detached structures. The Town passed cluster zoning bylaws last year and there are some developers interested in building cluster housing. Pembroke completed its [Housing Production Plan](#) in June 2018.
- **Education.** Education is a high priority in Pembroke. Pembroke is proud of the public education it provides students in grades PreK-12. [Pembroke Public Schools](#) consists of three elementary schools, one middle school, and one high school. Highlights of the school department's [FY20 budget](#), which is approximately \$34.1 million, are available online. The school system's mission statement is: To ensure student achievement through excellence in teaching and learning.



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The Town has approximately 2,800 public school students and 373 FTE school employees. There are five collective bargaining units in the school system. Pembroke Public Schools comprises three elementary schools, one middle school, and one high school. Pembroke is well educated, with approximately 95.5% of Pembroke residents age 25+ holding a high school diploma and about 38.4% having earned a bachelor's degree or higher, according to U.S. Census statistics.

- **Green Community.** Pembroke was designated a Green Community in December 2014. It has received approximately \$670,000 in grant funding for such projects as new energy management systems at the Pembroke Library and Town Hall; LED lighting retrofits at four schools; LED lighting and boiler controls at municipal facilities including the police station, Town Hall, library, and four schools; and energy conservation measures and weatherization.
- **Police Department.** The Pembroke [Police Department](#) has an annual budget of approximately \$4.1 million, including salaries and operations. There are 32 full-time officers, plus 26 reserve officers, and two civilians. The Police Chief will be retiring in a little over a year. The Police Station, built in 1977, is located on Center Street. Dispatch is handled by Pembroke police officers and there is an officer in the station at all times. The Police Department responds to approximately 15,000 calls annually and participates in Civil Service.
- **Fire Department/EMS.** The Pembroke [Fire Department](#) currently has 30 full-time positions and 20 call firefighters. Its annual budget is about \$3.45 million. The Fire Chief will be retiring within the next few years. The Fire Department operates out of three stations, located on Center Street, School Street, and High Street. Only the Center Street station, which is the headquarters, is manned with the others serving as call stations. The department also provides the Town's EMS services, running three ambulances. Approximately 90% of firefighters are also paramedics. Fire/EMS responds to approximately 3,200 calls annually.
- **Department of Public Works.** The [DPW](#) is organized into three divisions: Highway, Cemetery/Tree/Grounds, and Water. The Water Division works with the elected Water Commissioners and is operated as an enterprise fund. The [Water Division](#) operates and maintains the Town's water supply. It has six full-time employees and a working foreman. Its primary responsibility is to provide potable, reliable water for residential and commercial users and to provide adequate fire protection for the Town. The [Highway Division](#) has nine full-time employees and maintains 115 miles of accepted roads and provides limited maintenance of 15 miles of unaccepted roads. It is responsible for repairs to streets and sidewalks, street sweeping, catch basin cleaning and repairing, street sign installations, road painting, and snow and ice removal. The [Tree Division](#) trims trees and roadside brush, performs tree inspections, removes dead/damaged/diseased trees, and removes trees from roadways. The [Cemetery Division](#) has five full-time employees. It is responsible for preparing for burial internments, routine maintenance, mowing, weeding, and foundation installation.
- **Recreation.** Recreational opportunities are plentiful in Pembroke. The [Recreation Department](#) provides various programs, services and facilities that foster community spirit and involvement while serving the physical and social needs of residents. Activities include: basketball, soccer, pickleball, drama, quilting, afterschool programs, arts and crafts, and shopping and sightseeing trips. There are also numerous sports leagues in Town for youths and adults as well as parks and playgrounds. Pembroke is known for having numerous ponds and has [town beaches](#) at four of the ponds. There are also many opportunities for passive recreation with 10 [trails](#) open to the public for hiking, running, and walking. In addition to ponds, the Town has rivers, streams, and wetlands that dominate the landscape and provide natural beauty. A draft of Pembroke's [Open Space and Recreation Plan](#) can be viewed online.



Ideal Candidate Qualifications

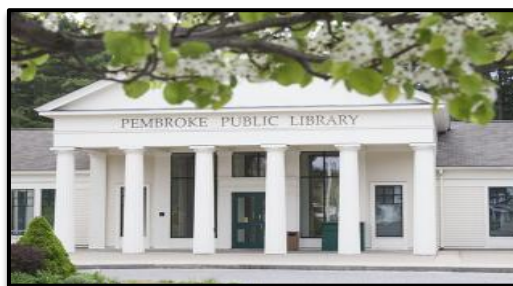
Competencies: The Pembroke Board of Selectmen seeks a talented, forward-thinking Town Manager with municipal management experience and strong financial, communication, and leadership skills.

The successful candidate:

- must be able to demonstrate prior success in leading a complex municipal and/or business organization.
- should be competent in all areas of senior-level management and operations, but especially in finance and budgeting, grant writing and administration, collective bargaining, communications, economic and community development, and project management.
- must be a strong and effective communicator both internally and externally and be comfortable using both traditional and modern communication tools.
- must be able to balance the need for economic development to help fund services with the Town's desire to protect open space and maintain the character of the community.
- should seek regional solutions to reduce costs and improve services.
- should be engaged with the community and attend local events.
- is able to write and manage grants as well as seek out additional revenue-generating sources.
- should have experience with setting goals and objectives.
- must be able to delegate effectively as well as empower department heads.
- is expected to work cooperatively and collaboratively with staff, citizens, volunteers, and the business community.
- should be highly approachable, accessible, relatable, and inspire trust and confidence.
- must be fair and equitable in treatment of staff, citizens, volunteers, and businesses.
- should have strong negotiating skills.
- must understand and support the use of technology to make services and processes more efficient and effective.
- should be data-driven and make use of metrics to show results.
- must be a visionary leader who can work effectively with various interests of the Town.
- should be a creative problem-solver and active listener who is open to new ideas.
- must be a consensus-builder, who is highly motivated, enthusiastic, and strives to build morale.
- must have demonstrated competencies in implementing municipal management best practices and interest in collaborating with peers in the region.
- must be inclusive, honest, ethical, and committed to transparency in government.
- must investigate and respond to citizen concerns and issues, keeping citizens and Board of Selectmen informed.
- must provide support and motivation to ensure high performance and professional growth for employees.
- must be a strategic thinker, particularly in regard to financial management, collective bargaining, project management, and economic and community development.
- should be skilled in team building, and in developing and maintaining relationships.
- must lead by example, have conflict resolution skills, inspire respect, and be respectful.

Education and Experience:

- The ideal candidate should hold a bachelor's degree (master's preferred) in Public or Business Administration or a related field.
- The ideal candidate should have at least 3-5 years of progressively responsible management experience.



Compensation

The Town of Pembroke will offer an employment agreement and compensation package that is competitive with comparable Massachusetts' communities, with an annual salary of \$150,000+/-, depending on qualifications and experience. An attractive benefits package, including health and retirement plans, is part of the Town Manager's total compensation. Residency is not required.



How To Apply

Interested applicants should provide résumés and cover letters, in confidence, by 5:00 p.m. EST on January 3, 2020, to:

Apply@communityparadigm.com

Subject: Pembroke Town Manager

Submission via a single PDF is preferred

Following the closing date, résumés will be reviewed according to the outlined qualifications. The Pembroke Town Manager Screening 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 publicly advanced to the Board of Selectmen. The Pembroke Board of Selectmen will interview finalists and select the Town Manager.

Questions regarding the position should be directed to Bernard Lynch, Principal, Community Paradigm Associates, at: blynch@communityparadigm.com or 978-621-6733.

The Town of Pembroke is an Affirmative Action/Equal Opportunity Employer.

