

BOURNE, MA

Director of Finance

Position Profile



The Community

The Town of Bourne is a municipality of approximately 20,000 residents located in southeastern Massachusetts, with its population increasing in the summer as visitors and owners of second homes are attracted to the natural resources and recreational opportunities of the region. It is considered the “first” town on Cape Cod with land on both sides of the Cape Cod Canal. The Town enjoys a strong sense of community with high quality government services, robust citizen engagement, and respect for its history.

Settled in 1627 and incorporated in 1884, Bourne is 52.9 square miles in size. The Town is located in Barnstable County and is bordered by Plymouth and Cape Cod Bay to the north, Sandwich to the east, Falmouth to the south, and Marion and Wareham to the west. Bourne is approximately 60 miles south of Boston and 45 miles east of Providence, Rhode Island.

The Town has historical significance with its connection to the earliest settlers, the Pilgrims, as a center of trading activities on the Manomet and Scusset Rivers. These rivers eventually were widened to form the [Cape Cod Canal](#), which bisects the Town. The Canal has significantly impacted the Town through the recreational and commercial vessels that utilize it. Its adjacent properties provide recreational uses as well as residential and commercial development opportunities that result from the Canal.

The Town’s maritime history is also reflected in the presence of the [Massachusetts Maritime Academy](#) with over 2,000 students, and the [National Marine Life Center](#), a private, non-profit hospital and research facility for marine animals. The Town is also home to the Otis Air Force Base, which with nearly 1,000 employees is the Town’s largest employer. The local economy has been described as broad, diverse, and strong by Standard and Poor’s.

Bourne is identified as the first “town on Cape Cod” as all visitors must pass through the Town to visit the Cape. All three bridges to the Cape – the Sagamore, the Bourne and the historic Cape Cod Canal Railroad –begin and end within the Town.

The Town does attract a number of visitors throughout the year and particularly in the peak summer months. However, Bourne is very much a residential community with residents working in and around the Town, and increasing numbers commuting to Boston and Providence, R.I., for employment. Proposals to extend commuter rail service to the Town will increase the Town’s designation as a bedroom community.

The median annual household income in Bourne is \$62,216, which is slightly lower than the state median of \$66,866. The Town’s average age of 39 is just below the state average of 39.5.

The Town’s municipal [website](#) provides additional information about the Town and its local government.

Government

The Town of Bourne is a full service community with its own school district, full-time fire and police, library, senior services, recreation, and public works that includes sewer services, but not water services, which are managed by three independent water districts. The Town does operate a large-scale landfill, which accepts commercial waste as a Town enterprise.

Bourne’s government structure is comprised of a five-member Board of Selectmen that serves as the Chief Executive Officers of the Town. Selectmen are elected to staggered three-year terms and oversee all matters affecting the interest and welfare of the community and are responsible to ensure that Town government is responsive to and reflective of community needs and values and functioning in a financially and operationally prudent manner. The Board of Selectmen appoints a Town Administrator who serves as the Chief Administrative Officer of the Town. Bourne has an Open Town Meeting form of government that serves as the legislative body of the Town. The Bourne Finance Committee serves an advisory role to Town Meeting in reviewing the Town’s budgets, warrant articles that impact the Town’s finances, and the general financial condition of the Town.

Position Responsibilities

The Director of Finance, who reports to the Town Administrator, is responsible for coordination of all financial activities of the town, development of [financial policies](#) and practices, disbursements, revenue operations, investments and management of all town funds, maintenance of municipal accounting systems, financial forecasting, capital planning, financial reporting and internal control procedures, and compliance with applicable legal/contractual obligations, and procurements.

The Director serves as the Town Treasurer/Collector performing all the statutory duties of that position including the supervision of the Treasurer/Collector department staff. The Director of Finance supervises the offices of the Town Accountant and Assessor.

He/she oversees debt management policy and administration, including work with bond counsel and credit rating services; designs maturity schedules for long-term bonds and prepares offering statements; and maintains liaison with investment advisors and contractors.

The Director is responsible for the annual budgeting process, including the forecast of municipal revenues, the formulation of recommended guidelines for the Town Administrator for submission of budget requests, budget review with the Town Administrator, document preparation and presentation, and the timely issuance of the tax bills that fund the approved budget.

He/she analyzes financial and economic data and trends; analyzes changes in laws and regulations that affect the town. Develops and manages cost and pricing models for specific services. Maintains revenue/expenditure general fund forecasting models and rate setting enterprise models. Prepares and presents recommendations and reports for financial management strategies, policies, and actions.

Directly supervises the activities and performance of finance department managers as permitted by policy and statute. May periodically provide guidance to other departmental managers. Responsibilities include staff training, professional development and succession planning; planning, assigning and directing work; appraising performance; addressing complaints and resolving problems.

The Director of Finance is an integral part of the Town's management team and works closely with the Town Administrator, department heads, Selectmen, Finance Committee, and the public; the Director of Finance is responsible for coordinating all financial activities in the Town, and providing guidance on all aspects of town finances including collective bargaining and group health insurance.

The position does require attendance at evening meetings, the majority of which are during the budget season.

Town Finances

In FY19 the Town's general fund operating [budget](#) is approximately \$72 million, and enterprise budgets total approximately \$13 million. The capital budget is approximately \$2.4 million. The Town has been diligent in building its reserves through a stabilization fund with a current balance of approximately \$3.8 million, Free Cash of approximately \$5.4 million and a capital stabilization fund of just over \$900,000.

Bourne holds a [Standard & Poor's rating](#) of AA+ citing a strong local economy, strong budget flexibility as a result of the Town's reserves, adequate budgetary performance in which performance is balanced, very strong liquidity in terms of available cash and access to external sources through borrowing, very strong management characteristics with established management policies and practices, and a very strong debt and liabilities profile.

The Town's 2017 [Management Letter](#), prepared as part of the annual audit has minimal findings related to IT improvements, cash receipt and student activity fund record-keeping, and OPEB recommendations.

Position Priorities

Bourne's financial condition and financial management are strong and it is the Town's goal to retain these strengths by continued adherence to best practices in financial management and operations. The Town does wish to build upon its strengths through improvements in long term planning, technology, and transparency of financial and functional operations. Specific projects related to these priorities and that reflect the forward-looking perspective of the Board of Selectmen, and which will be assigned to the Director of Finance, are identified below:

- **GFOA Budget:** The Town wishes to improve its budget document in accordance with the criteria of the Government Finance Officers Association. The expectation of this effort is that the decision-making process of allocating resources will improve with the gathering of information to create the budget document, and through the more robust set of data that will be provided within the budget document. Additionally, the budget document will increase transparency to the citizens on sources of revenues, expenditures, budget procedures, the measurement of performance and the underlying goals and objectives that drive budget-making decisions.
- **Improved Long Term Budget Planning:** The Town has placed importance upon greater financial planning. A recent Charter change requires the Town Administrator to include a long-term financial plan within the budget message that accompanies the proposed budget that is presented to the Selectmen, Finance Committee and Town Meeting. The Town seeks to build upon existing forecasts to enhance the comprehensiveness of the plan.

- **Capital Budgets:** Capital expenditures are driven by multi-year capital plans built within a long term financial forecast and building and equipment replacement programs. The Town has worked to develop a capital plan but more comprehensive financial information is anticipated to enhance these efforts.
- **Financial Trend Monitoring:** As part of the planning perspective, the Town seeks to identify financial trends of the prior 3-5 years that may indicate problems before town operations are negatively impacted. A model of such a method is the ICMA Trend Monitoring System. Data from the utilization of the system will identify problems and provide data for the financial forecast.
- **Succession Planning:** The Town, like most municipal organizations has and is experiencing a transition in personnel as large numbers of experienced employees are retiring. Accordingly, there is a need for improved documentation of systems, procedures and policies; and professional development and training of a younger and talented but sometimes inexperienced workforce.

The Ideal Candidate

Bourne is seeking a Director of Finance with municipal experience. The successful candidate must be able to demonstrate knowledge, skills, and prior success in financial management and financial planning.

The successful candidate should possess expert knowledge of municipal finance management and all related laws, bylaws, and regulations. The Director of Finance should have complete command of, and skill in, using computer applications for accounting and financial management, as well as organizational technology.

The successful candidate must possess the ability to establish and maintain complex financial record keeping systems, and to analyze and interpret financial data and present findings clearly in multiple forums.

The Director of Finance should have excellent organizational, presentation, planning, decision-making, and supervisory skills; and an ability to conceptualize and put into operation goals and objectives for the Finance Department.

The Director of Finance should have the ability to recognize town-wide priorities and work cooperatively to support their accomplishment. He or she is expected to work collaboratively with all constituencies within the Town, including department heads, staff, and elected and appointed officials. He or she must have strong communication and presentation skills.

The successful candidate must have the ability to work with a high level of detail; ability to prioritize and manage multiple tasks and deal effectively with interruptions, often under considerable time pressure.

The Director of Finance must be a creative problem-solver with a long-term perspective, who is energetic, accessible, trustworthy, collaborative, and a consensus-builder. He or she must be highly motivated, innovative, and ethical.

The successful candidate should have five or more years experience in Massachusetts municipal treasury and finance operations, preferably at the department head level; a bachelor's degree in finance, administration or accounting, though a master's degree is preferred; a thorough knowledge in municipal finance (competent with UMAS) and budget management, or a combination of education and experience.

Compensation

The Town of Bourne will offer a compensation package that is competitive with comparable Massachusetts communities, with an annual salary of \$125,000+/-, depending on qualifications. A comprehensive benefits package is part of the Director of Finance's total compensation. Residency is not required.

How To Apply

Interested applicants should provide résumés, in confidence, by 5:00 p.m. on November 9, 2018, via email to:

Apply@communityparadigm.com

Subject: Bourne Director of Finance

Submit a **single PDF** with cover letter and résumé.

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

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 Bourne is an AA/EOE employer.