

BARNSTABLE COUNTY

COUNTY ADMINISTRATOR RECRUITMENT

Invitation to Qualified Candidates



INTRODUCTION

Barnstable County, MA (229,000 pop.), seeks a creative, proactive, community leader, with strong management skills, committed to excellence in public service, to serve as its next County Administrator. Barnstable County was founded in 1683 which makes it one of the oldest counties in the United States. The County is geographically Cape Cod and has a year-round population of 229,000 with over a million seasonal visitors each year who come to enjoy the attractive vacation and recreational opportunities along its beautiful seashore and historic towns. Some of the most beautiful beaches in the United States are found on “The Cape”. Barnstable County is recognized for its quality of life, and for providing exemplary services to its residents, visitors, and the 15 municipalities which make up the County.

Barnstable County Regional Government is led by a three-member elected Board of Regional Commissioners which is the Executive Branch, a 15-member elected Assembly of Delegates which is the Legislative Branch, and an appointed County Administrator. The County Administrator is the Chief Administrative Officer and oversees the operations of the County’s general government. The FY 25 proposed budget is \$32.7M and there are 250 employees across ten departments. The County does not have the authority to levy property taxes and gets the majority of its operating revenue from an excise tax charged when real estate is transferred. In FY 23, grants managed by Barnstable County totaled over \$56M. The County’s finances have been conservatively estimated and managed as evidenced by AA bond rating from S&P Global.

The ideal candidate will have a Bachelor’s Degree, Master’s Degree preferred, in public administration, business administration, or a related field, and a minimum of ten years of experience in a senior management role in a complex municipal/government, business, non-profit, or similar organization. Residency is required within a reasonable time after appointment. For additional information related to this position, please consult the Home Rule Charter and the Administrative Code at: www.capecod.gov/county-government/commissioners/

A salary range of \$180K to \$210K will be commensurate with qualifications and professional experience. The County also has an attractive benefits package. Barnstable County is an affirmative action and equal opportunity employer.

For further information, potential candidates are directed to the Municipal Resources, Inc. website at www.mrigov.com/career or to contact Municipal Resources, Inc. at 603-279-0352 ext. 330.

To apply submit a resume and cover letter, in confidence, as a PDF attachment to recruitment@mrigov.com by 9 AM, Monday, May 13th, 2024.

IDEAL CANDIDATE PROFILE

A career commitment to the highest personal and professional ethical standards and integrity.

A Bachelor's Degree, Master's Degree preferred, in public administration, business administration, or a related field, and a minimum of ten years of experience in a senior management role in a complex municipal/government, business, non-profit, or similar organization.

The ability to listen and be respectful of diverse viewpoints to help guide an appropriate course of action for the County through its Commissioners. Should be prepared to actively engage in and seek opinions from all relevant boards, commissions, elected and appointed individuals as well as citizens.

An ability to create and propose a sound, fiscally conservative annual budget to the elected Commissioners and the Assembly members for debate and approval that is data driven and presents a clear and concise overview of all County operations.

A leader with a proven track record of thoughtful, creative, and innovative "Best Practice" management initiatives and who has led successful strategic planning discussions for both short and long-term goals.

A willingness to manage County affairs in an open and transparent manner including an expanded utilization of varied social media platforms to inform the citizenry of pending issues in a timely manner. A supporter of enhanced technology tools to assist departments in improving service delivery.

An open-minded, sincere, and creative approach to problem-solving, not be afraid to try new approaches to solve complex regional issues. An innovator with strong convictions who is an advocate for the essential role County government plays in providing regional solutions.

Demonstrated skills in working collaboratively with elected boards and committees to facilitate discussion and build consensus to solve an issue. The next Administrator must demonstrate a commitment to being involved and visibly engaged in the communities of Cape Cod and their elected officials.

The ability to lead, organize, inspire, and manage people; a generalist who understands operational department functions while allowing professional department heads to operate their agencies effectively and efficiently while holding them accountable for their responsibilities. Must show an ability to build teamwork within an organization.

A demonstrated ability to provide unbiased guidance to elected officials while maintaining a professional demeanor. An ability to promote an understanding of the defined roles and responsibilities of the administrative and legislative body of the County.

The passion, energy, a commitment to excellence, ingenuity, and the personal and professional confidence to be the leader who will guide the County for many years to come.

BARNSTABLE COUNTY

COUNTY ADMINSTRATOR RECRUITMENT

ABOUT BARNSTABLE COUNTY

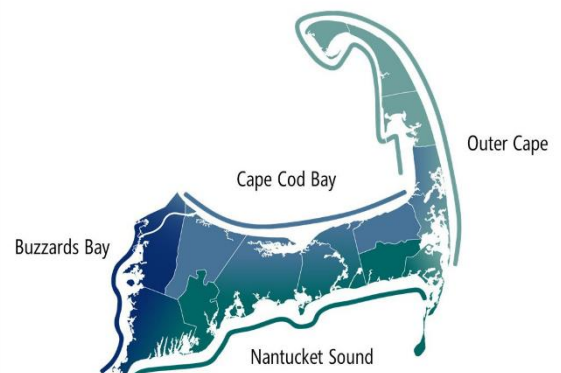
Barnstable County, which dates back to the earliest part of the colonial era, is comprised of fifteen towns, and covers all of the land area typically identified as Cape Cod. The Cape is a narrow, sandy peninsula in southeastern Massachusetts bounded by Nantucket Sound, Cape Cod Bay, and the Atlantic Ocean, which over 229,000 people now call home year-round, and has a history shaped by the ocean's vastness surrounding it.

Long before the Pilgrims arrived, the Wampanoag people, also known as the People of the First Light, Algonquian-speaking North American indigenous people, had inhabited present-day Massachusetts and Eastern Rhode Island for more than 12,000 years. They were part of a rich tapestry of various tribes, societies, and cultures, numbering many times those present today.

In 1620, European settlers known as the pilgrims traveled to North America on a rented cargo ship called the Mayflower from Plymouth, England, departing in September 1620 and arriving on American soil three months later in November.

While the Pilgrims ultimately settled in Plymouth, they first reached the shores at the tip of Cape Cod in Provincetown. On board the ship, during their five-and-a-half week stay there, all the free adult men aboard signed the Mayflower Compact on November 11, 1620, establishing colonial self-government.

An exploring party arrived in the Plymouth area on December 21, and the seat of Plymouth Colony was established there. The Colony encompassed the area along the shore of Plymouth Harbor, from Powder Point to Eel River, also extending from Cape Cod Bay on the east to Narragansett Bay on the west and running north to a line negotiated with the Massachusetts Bay Colony in 1639. As far as the laws of England were concerned, this area was under the political jurisdiction of Plymouth Colony.



Barnstable County was officially established on June 2, 1685, when Plymouth Colony was partitioned into Plymouth, Bristol, and Barnstable counties. It was originally composed of four towns: Sandwich, Yarmouth, Eastham, and Barnstable. After much deliberation, the Town of Barnstable was chosen to serve as the “shire” town, owing to its strategic location. Barnstable Village was recognized as the County seat.

Route 6A, formerly known as the Old King’s Highway, runs through Barnstable Village and is located within the Town of Barnstable, which in turn is located within Barnstable County.

BARNSTABLE COUNTY

COUNTY ADMINSTRATOR RECRUITMENT

In those early days counties had a purely judicial duty, but over the years other duties were added, such as operating prison systems, overseeing health facilities, roadways, agricultural land, and land and deeds records, operating as administrative subdivisions of the state government in carrying out these responsibilities. Elections for county authorities, such as county commissioners, treasurers, district attorneys, sheriffs, clerks of court, registers of deeds, and probate registers were mandated by state law.

Barnstable County is one of the few remaining counties in Massachusetts. In the late 1980s and early 1990s, the County was significantly revamped. Its planning powers were strengthened through the establishment of the Cape Cod Commission, which is a regional land use planning and regulatory entity. In 1988 the County became fiscally independent of the Commonwealth through the enactment of a series of laws that led to the establishment of the Home Rule Charter for the County.

The County governance structure consists of a three-member Board of Regional Commissioners and a fifteen-member Assembly of Delegates. The Commissioners are elected at the state biennial election countywide for four-year staggered terms on a partisan basis. One Commissioner is elected at gubernatorial elections and two Commissioners are elected at presidential elections. The Delegates are elected for two-year terms at the state biennial election. Each Delegate is elected to represent one of the fifteen towns. The Commissioners function as the County's executive branch but the Charter explicitly authorizes them to delegate any of their powers and duties to the County Administrator.

The Cape has long drawn tourists and in the post-war year's development of second homes and retirement homes have been major economic drivers. The population currently is 229,000, however, the over sixty-five age group has been increasing. Seasonal swings in population are significant, during the peak summer months the average daily population increases by an estimated 500,000.

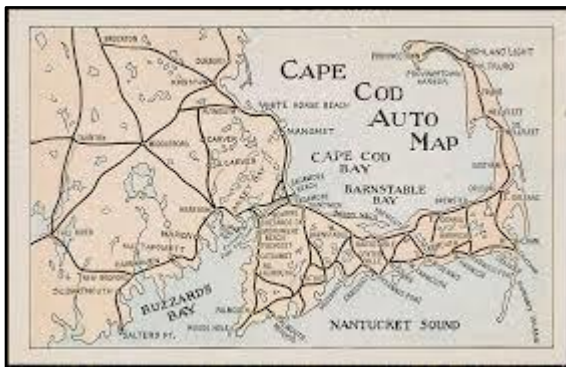


THE CHALLENGES AHEAD

BARNSTABLE COUNTY FINANCES

The County Administrator is proposing an FY-2025 General Fund budget of \$32.7M. This represents a 3.5% increase over the FY 24 adopted budget. The County Commissioners and Assembly of Delegates hold numerous meetings during the budget planning process leading to the adoption of the FY 25 Budget and Capital Plan. In addition, County departments have been successful in obtaining and managing over \$56M in federal and state grants which fund the programs and services that benefit and assist the municipalities, community partners, and residents of Cape Cod. The ARPA grant makes up \$41M of that total. The County's reserve funds are healthy as well; the undesignated fund balance is \$27.7M as of 6/30/23. There are three Stabilization Funds for general, capital, and emergency purposes totaling \$4.2M. The OPEB Trust has a balance of \$3.8M.

S&P Global recognized that the County follows financial policies and practices in a manner expected of well managed government entities with strong debt and credit capacity and, as a result, awarded Barnstable with AA investment grade rating and a stable outlook. In the report, S&P wrote, "The stable outlook reflects our view of Barnstable County's robust tax base with strong property wealth and income indicators. It further reflects the county's strong budget flexibility as well as recently introduced cost controls, which will likely drive positive operating performance in the near term."



The County takes a conservative approach in projecting, budgeting, and managing revenues. To ensure the County revenues are capable of supporting the desired level of service, revenue estimates need to be conservative, based upon historical analyses of data and generally acceptable forecasting methods. The County has a unique revenue model, it does not have the power to levy property taxes, and it gets 68% of its operating revenue, from two sources: an excise tax charged when property is transferred, and an assessment paid by the

fifteen municipalities that make up the County. It gets the remainder from Registry business fees, Courthouse rentals, etc. The challenge for the next County Administrator will be to work closely with the officials at the Registry of Deeds in estimating realistic excise tax revenues because this source has become variable due to increased interest rates coupled with a lack of housing inventory. Both of these factors have slowed the housing market considerably and the result will have a negative impact on County services and programs that rely on the operating budget for funding.

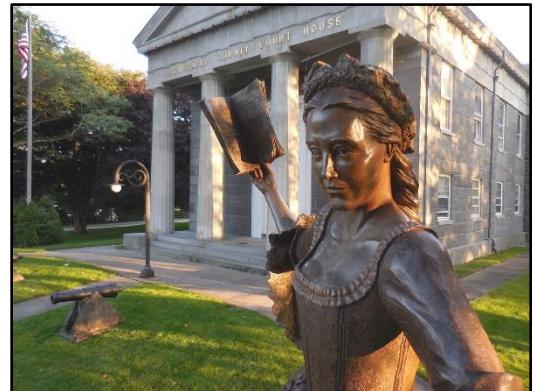
FACILITIES & CAPITAL IMPROVEMENTS

The County Government is responsible for the maintenance and upkeep of approximately 13 buildings and ground assets spread throughout the Cape. The vast majority of the properties are self-contained

within the “County Complex” located on Main Street in Barnstable Village. Administration and Finance, working closely with department directors, is charged with preparing a 5-year Capital Improvement Plan. The uniqueness of the current County arrangement with the State Courthouses allows the County to be reimbursed for many of the costs associated with the operation and maintenance of these four buildings. It is anticipated that capital cost associated with upgrades to the State Courthouses will continue to have a similar formula to help pay for construction improvements consistent with the formula for maintenance and utility costs in place today. The County has also identified in its capital improvement plan a number of facilities that will need significant expenditures in the near term. Those facilities include the Children’s Cove building and the Water Quality Laboratory. These upgrades and improvements will require full funding (or possible grant assistance) from the County via use of reserves or a formal bond issue that could affect the overall operating budget which puts a strain on the County’s ability to fund all other operational needs on an annual basis. The new CAO will need to be creative in assessing the overall needs of the County structure and look at possible consolidations of operations and alternative funding sources to maintain the buildings under the jurisdiction of the County Government.

STATE AND COUNTY RELATIONS

As mentioned above, a challenge for the new CAO is to build upon and reinforce the arrangement for reimbursement between the State and the County to help pay for the significant and costly major improvements currently necessary particularly with respect to the historic Superior Courthouse. The current arrangement calls for a reimbursement schedule for all four buildings that includes the Superior Court, the First District, and the Deeds and Probate Court on the central campus as well as the Second District Courthouse in Orleans. The reimbursement schedule runs from 50% to 100% of all costs associated with the annual



operation of these facilities. These revenues are an important source for the overall County budget and a primary focus for the new CAO will be to assure the continuation of these revenues from the State or develop some other creative mechanism to continue a positive and beneficial relationship between the State Courthouses and the County Government. As identified in the Capital Plan, a major required investment in the Superior Courthouse has been estimated to cost approximately \$7 million dollars and is tentatively planned for a 2025 expenditure. This cost cannot be totally assumed by the County alone and the urgency for an appropriate funding schedule to complete this improvement will be on the plate of the CAO within the first year of assuming the role. Meanwhile, the County is also undergoing a comprehensive “County Campus Master Plan Update” to help determine building conditions, space utilization needs, and the viability of some of the structures and facilities currently underutilized. The State may have a role in the outcome of this analysis as the campus continues to host buildings within the jurisdiction of the Sheriff’s Office that previously was under the County.

PFAS REMEDIATION



One of the most important public challenges the next County Administrator has to manage is the PFAS contamination and remediation problem at the former municipal fire training site. The County was named the responsible party for the remediation of polyfluoroalkyl substances (PFAS) contamination at the site. The County never purchased fire-fighting foam (AFFF) used at the site that caused the contamination. AFFF was purchased and used by other parties including municipal fire departments.

The costs associated with the PFAS clean-up at the former training site is separate from the 2017 settlement agreement the County reached with the Town of Barnstable (TOB) for groundwater treatment at the Mary Dunn Wells, where the terms of this settlement and associated costs end in 2037.

As of January 2023, the County's Licensed Site Professional (LSP) estimated the entire cost of the clean-up emanating from PFAS contamination could exceed \$60 million dollars. This amount includes costs associated with the TOB settlement, completion of MCP Immediate Response Actions (IRA), Phases II, III, and IV, and ongoing costs associated with maintaining the interim groundwater pump and treat system until MCP requirements are fulfilled and the project is closed out.

Funding for this obligation has been identified but could come from a variety of sources – including 0% loans from the Massachusetts Clean Water Trust/State Revolving Fund, ARPA investment of \$4 million, potential legal settlements with the manufacturers, and other town, state, and federal support. The challenge for the next Administrator is to identify and secure all the necessary funds for the site remediation, manage the remediation project, and to work with the state and local agencies to ensure the requirements of the Massachusetts Contingency Plan (MCP) are met and do all of this in an open and transparent manner.

STAFFING NEEDS & SUCCESSION PLANNING

The Barnstable County staff is known for focusing on what needs to be done and improving efficiency, using shared services and technology to gain efficiencies, leveraging best practices, and standardizing processes. Several departments provide shared services across all departments and agencies of the County. These departments include Administration, Finance, Facilities, and Information Technology. At this time, Facilities and Finance are operating without deputy directors. These positions are not currently funded in the general fund nor are they proposed in FY 25, however, these positions are needed to ensure continuity of operations.

In addition, other key positions that provide shared services functions to all departments and agencies have no staff support. For example, there is 1 FTE Human Resources Manager, with no administrative support, for 250 employees. The Board of Regional Commissioner’s Executive Assistant also functions as the County Clerk and Public Records Officer; these positions have no administrative backup.

County Departments have been successful in obtaining grants to support essential programs and services, however, all grants require staff time from other County departments for grant administration (i.e., finance, administration, payroll, IT). These grants, as beneficial as they are, already strain offices with limited staffing. In FY 25, Administration and Finance will analyze the “cost” of managing grants to determine a minimum grant amount threshold that would be required for new grants so that the “cost” of managing grants is adequately supported and sustainable.

In addition, a number of Department Heads and key staff will be reaching retirement age, and it is expected that several long-term, valued employees will be retiring in the next two years. As noted above, several departments do not have deputy directors in a succession plan, or a continuity of operations plan to have a deputy is ready to step into the director’s role. The challenge for the new County Administrator is to work with the County Commissioners and the HR Manager to address these important staffing needs, develop succession or continuity of operations plans for each department, and carve out the necessary funding to support additional staff.



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For More Information

MRI provides information about Barnstable County in this document. This profile is intended for use as a resource in the recruitment and search for the next County Administrator. It is expected that candidates with a sincere interest in this position will do their own research; this document provides valuable information and links so that candidates can consider their “fit” for this position and the Barnstable County government. Candidates are encouraged to learn more about this position and the County by visiting:

County website: www.capecod.gov

County Government page: www.capecod.gov/county-government/commissioners/

MRI website: www.mrigov.com.

FY 2025 Proposed Budget: <https://www.capecod.gov/wp-content/uploads/2024/01/FY25-Budget-Book-20240112-FINAL.pdf>

