



Career Opportunity  
Town Manager  
Falmouth, Massachusetts



## **Town Government**

Falmouth is governed by a Representative Town Meeting form of government, which is led by a Select Board and Town Manager. The Select Board consists of five elected members serving staggered three-year terms.

Falmouth, a complex, dynamic, and diverse community, is stable politically; has built healthy cash reserves which if maintained and enhanced will serve the community well in the future. It has had able, professional, and effective staff that are well respected and appreciated.

## **Responsibilities of the Town Manager**

The Town Manager is the chief administrative officer of the Town and shall be responsible for administering and coordinating all employees, activities and departments placed by General Laws, this Charter or bylaw under the control of the Select Board and the Town Manager. The Manager shall implement the goals and carry out the policies of the Select Board. The Manager, pursuant to procedures set by the Select Board, shall assure that the actions of Town agencies are evaluated for consistency with the Local Comprehensive Plan, the Strategic Plan and the Capital Improvement Plan.

The Manager will devote full working time to the office and shall neither become a candidate for, or hold, any elective office during the term of appointment nor engage in any business activity during the term, except

with the written consent of the Select Board. The Manager shall:

Attend all meetings of the Select Board, except when excused, and shall have the right to speak but not to vote.

Assemble, prepare, and present to the Select Board all annual operating and capital budgets of the Town and be responsible for the development and annual revision of the capital improvements plan.

Administer the budget and ensure that funds appropriated therefor are expended in accordance with General Laws, Charter and bylaw.

Inform the Select Board on all departmental operations, fiscal affairs, general problems, and administrative actions, and to this end shall submit periodic reports to the Board.

Keep the Board informed on the availability of state and federal funds and how such funds might possibly relate to short-range and long-range needs and goals.

Solicit and prepare applications for grants.

Be responsible for the purchasing of all supplies, materials, and equipment for the Town, except those of the School Department and the Town Library, unless so requested, by the School Committee or the Library Trustees.

Be responsible for overseeing the enforcement of zoning, acting through an enforcement agent.

Develop, keep, and annually update a full and complete inventory of all real and personal property of the Town, except school property.

Possess the right to attend and speak at any regular meeting of any Town governmental body.

Negotiate collective bargaining contracts on behalf of the Select Board, unless the Manager, with the approval of the Select Board, shall have designated another negotiator or negotiating team. All such contracts shall be subject to the approval of the Select Board.

Perform such other duties as assigned by Charter, bylaw, or vote of the Representative Town Meeting or of the Select Board.

The Town Manager subject to the approval of the Select Board granted within ten (10) working days, the Town Manager shall appoint on the basis of fitness and merit alone, an Assistant Town Manager, a Town Planner, a Town Counsel, a Finance Director, a Director of Personnel and other department and division heads. The failure of the Select Board to act within ten (10) working days shall constitute approval of the Town Manager's action. The Town Manager may suspend or remove any person so appointed consistent with the General Laws, this Charter, or the bylaws of the Town.

## Falmouth Facts

### Population

35,517 permanent residents  
105,000+ Seasonal

### Land Area

54.4 square miles

### Form of Government

Representative Meeting - 5-member Board of Select Board, Town Manager

### School

- Falmouth Public School District
- Upper Cape Regional Vocational Technical School
- Falmouth Academy

### Hospitals

- Falmouth Hospital

### Electric Service

- Eversource Electric

### Natural Gas

- National Grid

### Water / Sewerage

- Town of Falmouth Public Works

### Transportation

- Town Senior Shuttle
- CCRTA, regional bus service
- Falmouth Edgartown Ferry



## Town Background

Located on the southwest corner of Cape Cod, Falmouth is bounded on two sides by large bodies of water: Buzzards Bay on the west and Vineyard and Nantucket Sounds to the south; the towns of Bourne, Sandwich, and Mashpee lie to the north and east. Its roughly square shape is stretched out at the southwest corner where the village of Woods Hole forms one side of the passage between the mainland and the string of Elizabeth Islands.

Falmouth contains about 44 square miles, including 1740 acres of freshwater ponds and about 1500 acres of sheltered saltwater bays and harbors. Sixty-eight miles of seashore, 12 miles of which are sandy beaches, edge the town. The mean tidal range is from two to four feet along this coastline. Like the rest of Cape Cod, Falmouth owes its existence to the glaciers, which melted some 12,000 years ago. They left behind moraine, low-lying hills of glacial debris, from Woods Hole to North Falmouth. The highest point in town, 206 feet, is located on this ridge. To the south and east, sloping gently toward Nantucket Sound, is outwash plain, formed of sand and silt carried seaward by icy rivers from the

melting glaciers. As it built up, the outwash plain was furrowed by these rivers into what is now the series of long, narrow salt ponds along the south shore of the town. The landscape is dotted with small ponds or "kettle hole" depressions caused by isolated blocks of ice that eventually melted. Since glacial times, the coastline has been modified by rising sea level and the ongoing action of the waves and coastal currents.

Falmouth enjoys the temperate climate of southern New England, made more moderate by the surrounding ocean which prevents extremes of heat and cold. Only in January and February does the average temperature drop below freezing; then the harbors are fringed with sea ice and the ponds are safe for skating. Winter and spring snowfalls annually average about one and a half to four feet, but they are often mixed with rain; deep accumulations are unusual. In the summer the average temperature of both land and sea is 65 to 70 degrees. There are occasional days of fog along the shore. The growing season is about 200 days with 42 inches of rainfall a year distributed evenly among the seasons. Except for the rare tropical hurricane, the most severe storm is the northeaster which brings high winds and tides and heavy rain for two or three days.

It includes the villages of Falmouth, East Falmouth, Hatchville, North Falmouth, Teaticket, Waquoit, West Falmouth, and Woods Hole. The site, called Succanessett by Algonquian-speaking Native Americans, was settled in 1661 by Quakers led by Isaac Robinson. It was incorporated in 1686 and named for Falmouth England. The town was bombarded from the sea by the British during the American Revolution and again during the War of 1812. Shipbuilding, whaling, fishing, agriculture, and the manufacture of salt and glass were important



during its early development. The birthplace of Katherine Lee Bates (author of the national hymn “America the Beautiful”) is preserved in the town. Waquoit Bay National Estuarine Research Reserve is located near Washburn Island, a popular recreational area. Other natural areas include Long Pond Watershed, Beebes Woods, and the Crane Wildlife Area.

In Woods Hole are the renowned Marine Biological Laboratory (1888) and the Woods Hole Oceanographic Institution (1930). Falmouth is a busy tourist center in summer months; ferries connect it with Martha’s Vineyard and Nantucket. (Falmouth League of Voters and Encyclopedia Britannica).

Today’s Falmouth is a diverse, dynamic, and forward-thinking community. Its citizenry is active in Town affairs, committed to excellence and unafraid to roll up their sleeves to make government work. Despite its growth and larger community profile, it remains a Cape Cod community that demands performance, accessibility, and a certain level of professional intimacy from its professionals.

## Current Issues for the Town Manager

**Select Board Effectiveness-** the next Town Manager will need to assist a talented Board in developing consensus, strategic direction, and community outreach. Board effectiveness will be critical to the success of Falmouth’s next Town Manager. The Board needs a leader who can develop inclusive systems to enhance their policy making role. The Town will be facing many challenges during the next five (5) years. They need a patient and inclusive manager who is unafraid to layout policy options to

the Board, make a recommendation, and takes pride in being trusted to implement the Board’s decision even if it was not recommended.

**Economic Development, Planning, Housing-** the Town values its unique and dynamic culture. It remains an attractive location for growth and development. Additional commercial and residential growth is inevitable. Falmouth, like all Cape communities, will not thrive without development of affordable housing. Many workers that support Falmouth’s economic vitality are being priced out of the market. Falmouth’s next leader must work locally and regionally with all vested interests so that there are affordable housing options available in the near and long term.

Falmouth’s relationship with the ocean is central to its existence. Climate is a huge threat. Preserving the integrity of Falmouth’s coastline, minimizing coastal flooding, and protecting all residential and commercial coastal assets will be a priority on Cape Cod and Falmouth. Coastal resiliency is certain to require the next Manager’s attention.

### 2020 Census Statistics

**Population:** 32,517

**Under 18:** 14.5%

**Over 65:** 32.4%

**Median Age:** 55.7

**Total Households:** 13,983

**Median Household Income:** \$75,548

**Team Building-** Connecting the work of the organization to the goals of Select Board, the Town's many other independent committees and interests is a critical priority.

**Transition Planning-** Several department leaders have left employment mostly through retirement. More will be retiring within a few years. Significant institutional knowledge has disappeared in a short time and will continue. A substantial effort will be required to train, orient, and retain some of the organization's institutional history. A focused effort and developing a culture of service and performance excellence will be a priority for Falmouth's next administrative leader.

**Communication-** Falmouth is fortunate to have a competent and able professional staff, boards, committees, and Town Meeting. They are used to working collaboratively in broad service areas. Future challenges regarding growth, affordable Housing, coastal resiliency, financial planning, and organizational decision making will require the Town's next administrative leader to expand formal systems of communication, collaboration and decision making. The next Manager will need to help the staff acquire a more global perspective, be open to feedback and develop process and systems that allow for the sharing of decision making.

**Infrastructure Planning and Financing-** the Town infrastructure footprint is substantial. Its needs never ending. Involvement and prioritization will be key in the future. Participation and prioritization must be expanded to include all facets of the community.

**Environment-** much of what makes Falmouth special is its location, proximity,

its quant, and diverse development overtime provides something for everyone, residential commercial, and open space. Balancing this diversity as the Town continues to grow will be a challenge. Falmouth's many estuaries, wetlands, and coastal resources makes it special. Wastewater system expansion will be a challenge and perhaps a necessity.

**Financial Planning-** The Town's finances are in excellent condition with strong cash reserves. The Town Manager will need to play important and critical role in ensuring the Town's enviable financial position in the future while addressing many operational and infrastructure challenges. Meeting these challenges while preserving Falmouth's strong financial position is doable if its next administrative leader develops a more transparent planning process and broadens opportunities to participate in the process.

### Cash Reserve Facts

**Frees Cash Balance**

**\$15,158,189**

**9/15/2022**

**Stabilization Fund \$17,346,746**

**6/30/2022**

As per Town Accountant

**Human Resources-** The Manager will need to work collaboratively with the new Human Resources Director to institutionalize a performance evaluation system and process

just developed during FY 2022. Additionally, a formal professional development program needs to be established so that the staff is equipped to manage the ever-changing work environment and demands in Falmouth.

Recruitment on Cape and throughout Massachusetts can be challenging. Falmouth currently has several vacant positions needing to be filled. The Manager and new HR staff must develop ways to effectively recruit talent and develop hiring processes that are efficient, timely, and effective.

## **Desired Managerial Style, Experience and Education**

Falmouth's next Town Manager must be a teambuilder, a collaborator, a secure leader capable of successfully engaging the staff, the Town's various committees, and the community's diverse and complex interests. An active and engaged Select Board seeks a professional partner committed to excellence and ensuring Falmouth's successful future.

A seasoned municipal administrator with a track record of success and demonstrated record of accomplishment is sought. The new Town Manager must demonstrate prior success in public sector budgeting, financial forecasting as well as an ability to develop proven financial policies embraced by the community that foster financial stability. A high financial IQ is a must.

Falmouth's next Town Manager must be able to work collaboratively with a variety of interests to effectively communicate the Select Board's vision for the Town. It is

important for the next Town Manager to be a visible presence in the community.

The Town Manager must possess certain qualities to be successful. S/he must be able to build on an already strong team of department heads. S/he must be able to delegate and communicate effectively; to listen effectively; to identify problems and empower the staff to solve them; and to recognize and display superior performance from all involved.

Experience and demonstrated successful outcomes in labor relations and negotiations is desired. It is important that the next Town Manager be professional while being accessible, approachable as well as clear as to expectations with employees at all levels of the organization. Falmouth's next leader should make a strong personal and professional connection to the staff, the appointed and elected leaders, and the community. A professional imprisoned by the four walls of her/his office will not be successful in Falmouth.

Experience and demonstrated successful outcomes managing a complex public organization is critical. S/he must be approachable as well as clear as to expectations with employees at all levels of the organization.

The successful Town Manager candidate will possess a master's degree (preferably) in public or business administration. The Town is committed to negotiating a very competitive compensation package with the successful candidate. The Town anticipates negotiating an annual salary more than \$200,000 with the right candidate. Final salary negotiable commensurate with qualifications. An attractive benefits package, including health and retirement plans, is part of the Town Manager's total compensation. Preliminary interviews are

targeted for March of 2023. All replies will be kept confidential until finalists are identified.

Please send a cover letter and resume (electronic submissions preferred). Final salary negotiable commensurate with qualifications. Current salary range is \$180 to \$210,000. An attractive benefits package, including health and retirement plans, is part of the Manager's total compensation. Applications will be screened upon receipt. All replies will be kept confidential until finalists are identified.

## **Falmouth Fiscal Facts**

### **Fiscal 2022/23**

#### **Tax Rate Residential**

**\$6.92 FY 2023**

#### **Tax Rate Commercial/Ind**

**\$6.92 FY 2023**

#### **Average Single-Family Value:**

**\$710,466.00**

#### **Average Single-Family Tax Bill**

**\$4,916.43 FY 202**

#### **2023 Appropriated Budget**

#### **Including Education**

**\$146,692,136**

#### **Education**

**\$56,394,950**

## **How to Apply**

***Send resume or make inquiry in confidence to:***

**Richard J White**

**Groux-White Consulting, LLC**

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**Subject:** Falmouth Town Manager

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*Email submissions preferred*