



## **The Town of Nantucket, Massachusetts Director of Public Works Profile**

### **ABOUT THE TOWN & COUNTY OF NANTUCKET**

Nantucket Island “The Faraway Land” as translated from the language of the native Wampanoag tribe is located 30 miles off the south coast of Cape Cod. The island is 14 miles in length and 3 1/2 miles wide. It is a beautiful location with over 40% conservation land and plentiful beaches almost entirely accessible to the public for all to respect and enjoy.

Nantucket is rich in history. In 1602, an Englishman named Bartholomew Gosnold first sighted the Island and then it was settled in 1659. In the late 1600s whales were found offshore and between 1750 and 1840, the Island was one of the major whaling ports in North America.

With the decline of the whaling industry in the 1880s, Nantucket became a Mecca for the tourism industry and is still drawing people to its natural and everlasting beauty along with its first-rate attractions, accommodations, and restaurants.

#ACKLOCAL is the Town’s platform for coordinating and advancing our sustainable practices. Sustainability is how the Town of Nantucket, with a focus on historic preservation, natural resources, hazard mitigation, solid waste management, energy, public health, and education, institutionalizes practices in municipal operations that support a balance of the economic, environmental, and social health of our island, which meet the needs of current residents and visitors without compromising the ability of future generations to meet evolving needs.

The entire island is a historic district designated as a National Historic Landmark, with more than 800 houses still standing that were built before the Civil War. Nantucket also has more properties listed in the National Register of Historic Places - qualifying as totally preserved buildings - than anywhere in Massachusetts including Boston, Plymouth, and Salem.

Nantucket is usually 10% cooler than the mainland in the summer and 10% warmer in the winter because of its proximity to the Gulf Stream. The island also gets much less snow than the mainland, usually 8 – 18 inches per year. Nantucket Memorial Airport is the second-busiest commercial airport in Massachusetts. Logan International Airport in Boston is first.

Nantucket is easily reachable year-round by ferry boat or plane service. During the busy summer season, the Town encourages visitors to limit bringing their cars over by providing a seasonal shuttle system giving the community an essential transportation option around the Island. There are miles of town-maintained bike paths, town-owned beaches and beautiful harbors for moorings all enhancing the experience on the Island.



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A highly desirable island community, Nantucket's year-round population is 14,255 and has an estimated seasonal population greater than 50,000. Its large tax base of \$ 24.4 billion assessed valuation is largely residential (89%) and its per capita EQV is \$ 1,7,11,680.

The Town's bond rating maintains an Aaa rating level by Moody's Investor Services The Aaa rating is Moody's highest rating for a municipality and Nantucket is 1 of 15 (out of 351) cities and towns in Massachusetts to achieve this rating.

### **PROFILE OF THE DIRECTOR OF PUBLIC WORKS**

The Town has an immediate opening for the position of Director of Public Works. The Department of Public Works (the Department) program supports the Select Board Strategic Plan's five priorities including: *Transportation, Environmental Leadership, Housing, Efficient Town Operations, and Quality of Life.*

The Department operates, maintains, and improves the Town's critical assets including but not limited to: public roads, sidewalks, multi-use paths, trees/vegetation, parks/fields, buildings/facilities/grounds, vehicle and equipment fleet, storm water systems, parking lots, signs and pavement markings, beaches, solid waste/recycling program, landfill, household hazardous waste program, bridges, mosquito control program, accessibility services, snow/ice operations, cemeteries, and special events.

The Department coordinates with residents, local, state, and federal agencies as well as countless organizations, manages permits, contracts, record-keeping, and other various administrative functions.

The Director is responsible for the administrative and technical management of a major department of the Town including the functions of engineering, highway, storm drainage, forestry, facilities, mosquito control, and cemeteries; administers the solid waste enterprise fund planning; design, construction, and maintenance of the Town's public infrastructure in accordance with local bylaws and MA General Laws. The Director is required to perform all similar or related duties.

- ✦ Develops and implements plans for construction, reconstruction, maintenance, cleaning, and repair of the Town's infrastructure relating to public facilities, roadway, sidewalk and traffic systems and storm drainage systems. This includes pavement management programs, snow and



## **The Town of Nantucket, Massachusetts Director of Public Works Profile**

ice control programs, management of public shade and ornamental trees and the Department's response to natural or man-made emergencies.

- ✦ Optimizes the use of resources to maintain the Town's Public Rights of Way (ROW) in a state of good repair and open to the public for the safe passage of vehicular and pedestrian traffic. The responsibilities include the development of plans for the rehabilitation of sidewalks and roadways for the future application of Federal, State and Town funds. The incumbent oversees the construction and maintenance of the storm drain systems including the annual cleaning of catch basins, underground conduits, culverts, ditches, and streams. The Director establishes priorities, reviews plans for reconstruction of the public infrastructure, plans for its timely repair to minimize the risk of failure, and reviews plans and makes final determinations relative to the expansion or retraction of the existing systems.
- ✦ Responsible for the development, presentation and administration of the Department's annual operating and capital budgets; develops and monitors the procedures and administrative systems required to ensure the effective budgetary and operational management of department sponsored programs.
- ✦ Responsible for the planning and allocation of financial resources and the recruitment of personnel required to execute the various seasonal work plans by program in order to enable the effective operations of the Department within the abbreviated construction season of this geographic region. This includes the effective application and coordination of personnel, equipment, contractors, and supplies. Plans the procurement and disbursement of materials and supplies necessary to the operation of the Department and review the maintenance of records pursuant to their use and application.
- ✦ Coordinates maintenance and construction activities with other Town departments, contractors, consultants, state and federal agencies and the public. Ensures good working relationships and rapport with town, regional, and state officials, department staff and the public are established and maintained through the accurate and timely communication of information.
- ✦ Develops and periodically revises the Department's planned operational response to emergency storm events such as snow and ice storms, hurricanes, and flooding and to plan for the effective application of staff and equipment resources during both emergency and routine operations. Develops and maintains a comprehensive Incident Command Structure for the duration of each event that has significant impact to the general public. Maintains an adequate stockpile of materials and contract services, coordinate activities with other Town agencies, and provide adequate outlets for the dissemination of critical Public information. Supervises the Department's response to other weather-related emergencies such as floods, hurricanes, tornadoes, and general windstorms.



## **The Town of Nantucket, Massachusetts Director of Public Works Profile**

- ✦ Monitors the operation of the Department including the planning, coordinating, directing, inspecting, reviewing, and reporting on the work of subordinates and contractors engaged in the performance of Department functions. Completes performance evaluations, when applicable, of individual employees in a critical comprehensive format that encourages their personal initiative, develops their critical job skills, and progressively identifies shortcomings in their overall performance.
- ✦ Responsible for the instruction of Department staff in the appropriate customer service protocols and procedures, and for the training of equipment operators in the safe and effective operation of all motor equipment, and associated attachments assigned within the Department.
- ✦ Prepares reports as required by the Town Manager, the Select Board, and the Finance Director in order to explain operational initiatives and to account for program expenditures. Prepares documents and maintains statutory records pursuant to the execution of State Aid project funding (MGL Chapter 90 & others), confers with Massachusetts Highway officials, and files reports as required to ensure for the reimbursement of State Aid funds.
- ✦ Oversees the management of the Stormwater Infrastructure and plan for its improvement in accordance with the latest Federal EPA and Massachusetts DEP requirements. Attends professional meetings and training seminars/workshops to stay current with new construction standards, and maintenance practices, and construction materials as well as applicable local, state, or federal laws/regulations. Makes appropriate changes to operations, maintenance, and construction to incorporate better procedures, practices, and materials.
- ✦ Coordinates activities and provides logistical support to the Police Department, the Fire Department in response to local public safety emergencies.
- ✦ Oversees the maintenance of all department records in accordance with Federal, State, and local statutes and coordinates the training of subordinate staff in the proper record retention standards and practices.
- ✦ Works closely with the Director of Sewer and team to maximize the best use of Town equipment, vehicles, resources, and scheduling.
- ✦ Oversees the Department's Fleet Management Program as well as the acquisition of capital outlay equipment.
- ✦ Prepares regular operational reports on the activities of the Department including the Town's Annual Report and provide updates on critical activities to the Town Manager routinely or as requested.
- ✦ Research technical information, develops minimum specifications, and reviews the preparation of contract documents for the effective and efficient use of budget resources in the execution of the overall Program mission. Routinely applies critical analysis to the specific elements of the



## **The Town of Nantucket, Massachusetts Director of Public Works Profile**

Programs in order to implement efficiencies that would provide for more effective and efficient utilization of department resources including staff.

- ✦ Oversees the Solid Waste disposal and recycling operation at the Town's landfill facility; and monitors operation of the landfill and contractual obligations of the landfill operator, in accordance with established Town of Nantucket and Massachusetts DEP regulation, requirements and permits.

Desired attributes for candidates to this position include:

- ✦ Comprehensive technical and practical knowledge of the materials, methods, and techniques relative to a municipal Public Works Department.
- ✦ Thorough knowledge of public works financing and administration; of the materials methods and techniques relative to street/road, building construction and maintenance; of Massachusetts and Federal General Laws and regulations regarding environmental issues, solid waste, land use and procurement requirements.
- ✦ Knowledge of snow and ice removal, fleet management and maintenance, management and control techniques and practices; an understanding of specialized computer or technological applications such as office software, web site, GIS, SCADA, and the Internet in support of department operations.
- ✦ Superior ability to manage rejection and stress in a positive way. Computer proficiency necessary. Good organizational, writing, and verbal communication and interpersonal skills.
- ✦ Ability to plan, assign and supervise the work of groups of employees engaged in a variety of public works construction and maintenance operations.
- ✦ Ability to prepare and administer budgets and to prepare financial reports; ability to delegate responsibility and work well with subordinates; the ability to understand the relationship between human, financial, and equipment resources to achieve the correct balance so that the day-to-day work may proceed in an efficient and effective manner.
- ✦ Effective management and leadership skills; skill in developing department operational and administrative policies and procedures to accomplish goals and objectives of the Town and the Department; imagination, innovation and judgment relating to the development and implementation of short and long-term planning and achievement of Town and department goals and objectives.
- ✦ The successful candidate must have a Bachelor's Degree with a specialization business, public administration or a related field; more than ten (10) years of responsible experience with a minimum of three to five (3-5) years in a supervisory capacity preferably in a full-service, municipal public works department; or any equivalent combination of education, training and



## The Town of Nantucket, Massachusetts Director of Public Works Profile

experience which provides the required knowledge, skills and abilities to perform the essential functions of the job, and a valid Class D Motor Vehicle Operator's License.

### CHALLENGES FOR THE DEPARTMENT AND DIRECTOR

The Director of Public Works has oversight responsibilities relative to all department operating and capital projects.

The Department has 36 currently funded positions, an operating budget for FY 2022 of \$5,373,159, and includes allocations for public works, public buildings, snow & ice, gas, vehicle maintenance, and mosquito control. The Solid Waste Enterprise Fund budget for FY 2022 is \$10,965,193. The Capital Improvement Budget for the Department over 10 years (2015 – 2024) is \$ 89,771,936, of which \$ 18,000,000 is estimated for a new Public Works Facility. Regarding the Facility, a feasibility study and alternative site analysis has recently been performed.

Challenges include the following:

- ✦ **Back to Basics Management** – perhaps understated, the Director will be expected to work to improve communications with staff and to prioritize public expectations; for instance, fixing potholes, trash removal on public ways, road maintenance, and encouraging staff to use their eyes and ears to be more attentive to things that need to be maintained or fixed, and to develop/maintain a regular weekly and annual schedule for staff to understand and follow.
- ✦ **Project Management** – the Department has numerous funded and unfunded projects in various stages of study and/or completion. The Director will be expected to develop and/or update a project schedule for each, coordinate with other departments, initiate, and complete procurement processes, and stay within the approved and funded scope of work, completing all projects within approved project schedules.
- ✦ **Department Staffing** – the Director will be expected to develop and implement an effective staff recruitment effort to fill vacant positions, create new positions for funding approval, and work closely with Human Resources to implement the staff recruitment plan and effort.
- ✦ **Stormwater I/I** – the Town has established and funded major wastewater treatment extensions and improvements. As part of this effort, the new Director will continue to be responsible in working extensively with the WWTP Director to mitigate stormwater infiltration and inflow issues throughout the Town.
- ✦ **Solid Waste Enterprise** – the operation will require regular oversight of contracted operations including leadership on future use and operations including solid waste, recycling, and the landfill facility itself, as well as mainland disposal of compost residuals and landfill capital and



## The Town of Nantucket, Massachusetts Director of Public Works Profile

operating expenses. A long-term and approved plan will be required no later than 2025, and the Director will need to work closely with the landfill consultant to lead this long-term effort.

- ✦ **DPW Facility Improvement Project** – the facility and its garage has been the subject of considerable discussion, including development of a feasibility study, analysis of different sites due to projected sea-level rise, and how to make the existing site more functional. The Director will be expected to lead a solution to this necessary project.

### HOW TO APPLY

- ✦ Email your cover letter and résumé in Microsoft Word format to:
  - Warren J. Rutherford, [wjr@theexecutivesuite.com](mailto:wjr@theexecutivesuite.com),
  - The Executive Suite 100 Independence Drive, Suite 7-116, Hyannis, MA 02601.
- ✦ Questions should be directed to Warren Rutherford at 508-778-7700.
- ✦ Applications will be screened continuously. Thereafter an interview and selection process will occur involving Town officials with an appointment estimated by January 2022, and a start date estimated by February 2022.
- ✦ The Town of Nantucket is an Equal Opportunity Employer, a D.E.I. community, and encourages women, minorities, and veterans to apply.
- ✦ For additional information about the Town go to: <https://www.nantucket-ma.gov/>.

